

DISTRIBUTION MAGAZINE

A Chilton  *Publication*

JANUARY, 1956

MATERIALS HANDLING, TRANSPORTATION, WAREHOUSING

In This Issue

INDUSTRIAL TRACK MAINTENANCE

Many of the thousands of miles of industrial trackage in plants and warehouses throughout the country often are ignored in plant maintenance programs. This neglect is paid for through delayed movement of goods in and out of the plant — and often through excessive demurrage charges. Lack of preventive maintenance also may lead to costly major track repairs, and damage to expensive rail equipment. Men at right are completing one step in a maintenance program outlined fully on Page 28.



Other Features

- Percolator Production via Automation
- So You Want to Build a Warehouse?

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Page 3

Westinghouse



Has "on-the-job" DEPENDABILITY with

MERCURY



Mercury Platform Lift Truck moving ladle of melt from cupola to pouring station.

MERCURY PLATFORM LIFT TRUCKS ASSURE TOP SERVICE—ELIMINATE UNDOE DELAYS—KEEP DOWNTIME AT MINIMUM

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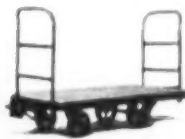
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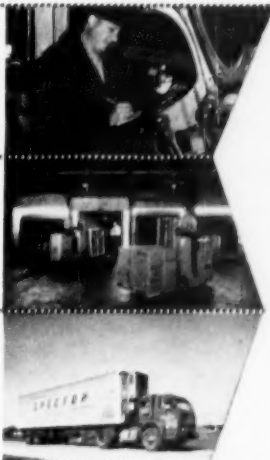
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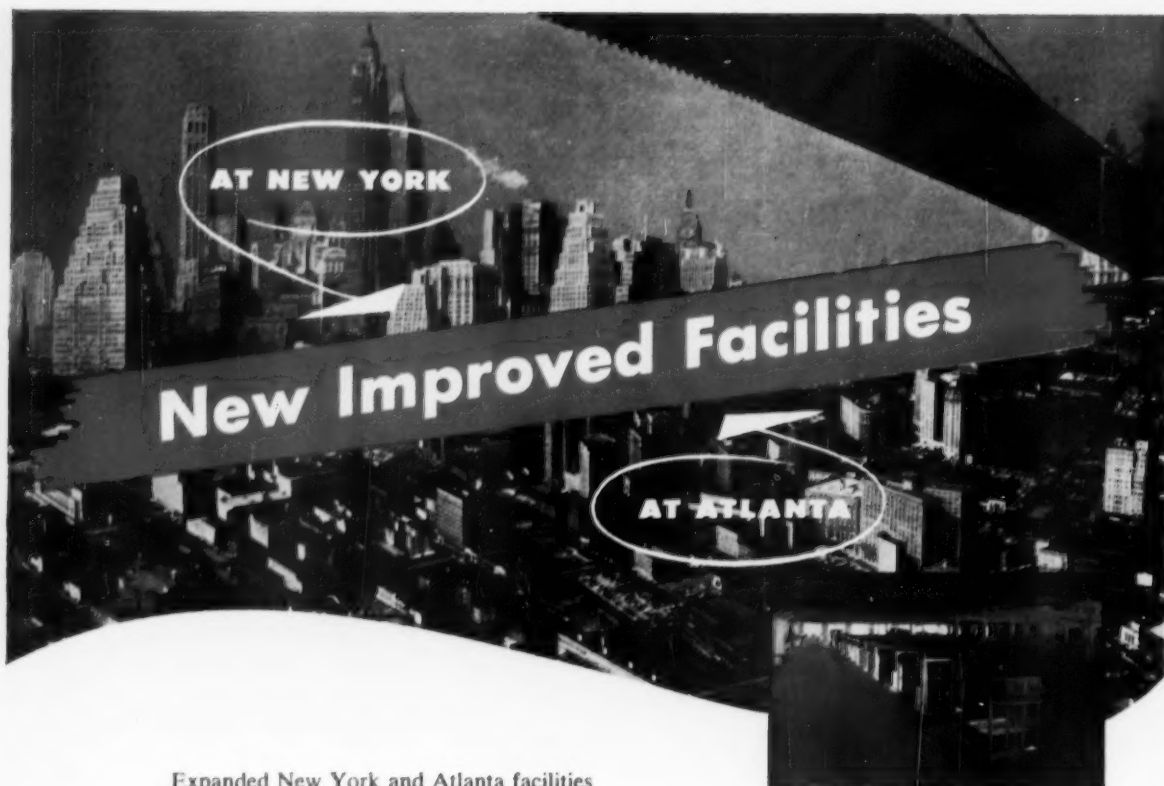


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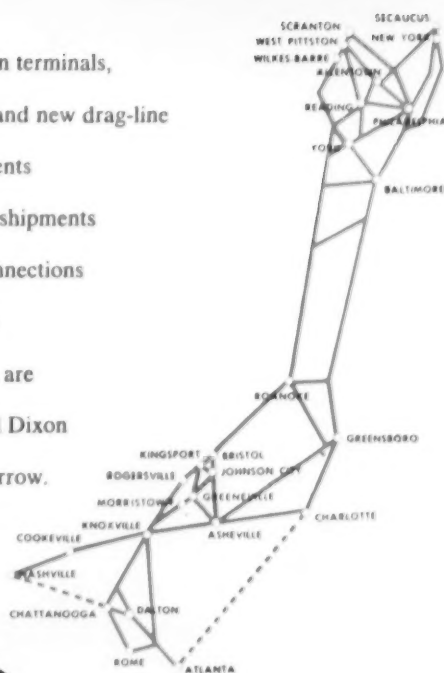
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JANUARY, 1956

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LET'S TAKE A CLOSE



DISTRIBUTION AGE

LOOK AT LP-GAS . . .

Here are the advantages:

LONGER ENGINE LIFE!

LP-Gas burns clean, with nearly perfect combustion, leaves no carbon or lead deposits—does not dilute cylinder lubricant. Engines have run up to 8,000 hours before major overhaul was necessary.

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LPG is dry—does not dilute crankcase oil, foul spark plugs. You get better lubrication—need fewer oil changes, fewer tune-ups. You can get 5 to 8 times longer oil life.

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You get quieter, smoother operation, higher octane fuel, faster refueling (only 3 minutes to change tanks), much less downtime.

What about safety?

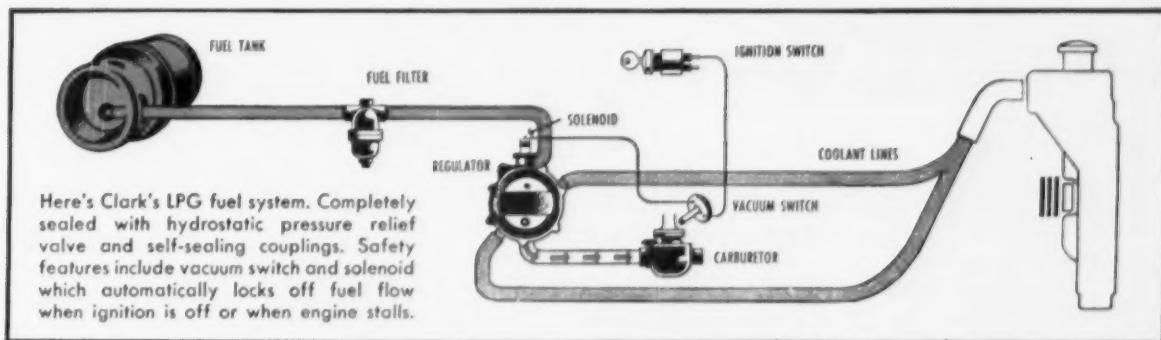
Clark factory installed LPG carburetion systems are fully approved for safety by Underwriters' Laboratories.

What's the best system?

Clark's factory installed LPG system is specially engineered from fuel tank to exhaust pipe. Engine is designed for maximum LPG benefits, has higher compression ratio, cold manifold, stellite valves and seats, positive valve rotators. Fuel system is sealed and designed for complete fuel combustion . . . top economy.

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For full details on Clark's advanced LPG system, tear out this coupon and attach it to your letterhead. No obligation, of course.

A BETTER BUY WITH LOCAL SUPPLY—Genuine Clark Parts

JANUARY, 1956

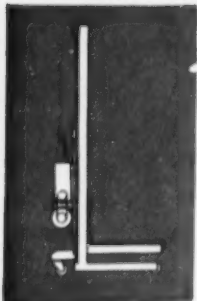
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REVOLVATOR

SINCE
1904



*Shown at left
is Uplifter
loading high
way truck.*



*Revolvator
Uplifters:
1000 lb. capacity —
platform
length 24",
platform
width 24",
lift 62".
2000 lb. capacity — plat-
form length
30", platform
width 30",
lift 65".*

REVOLVATOR UPLIFTER PORTABLE ELEVATORS you benefit by over 50 years of experience

Multiple use, multiple purpose Revolvator Uplifters, products of 50 years of engineering know-how, solve handling problems throughout all industry. Ideal for shop usage, Revolvator Uplifters also speed handling in the shipping department with equal efficiency. The Uplifter is ideal when no shipping dock is available. Electrically-powered Uplifter portable elevators are available in either "plug-in" or battery operated models. Platform and load are lifted by means of a

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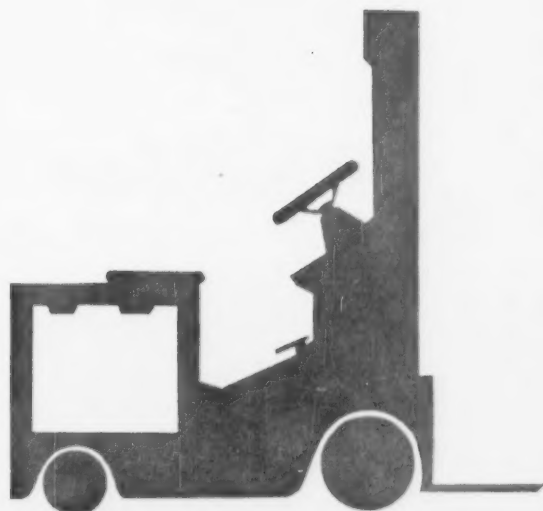
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**Also available in dual capacity hand-operated models.*

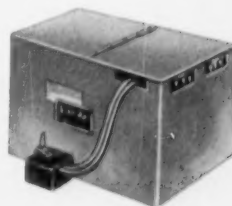
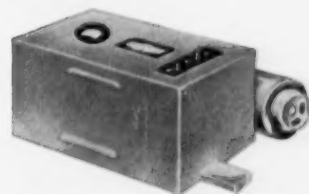
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DISTRIBUTION AGE

NOW! Initial cost of electric industrial trucks cut drastically by unique new Exide® Plan



Buy only the truck chassis!



Lease batteries and charger!

Get superior electric truck operation!

Exide's new plan enables you to enjoy the efficiency and economy of electric fork and lift trucks, with relatively low cash outlay.

To reduce the initial cost of a complete electric-truck work package (truck chassis, batteries, charger), and to prove that you can operate Exide-powered electric trucks at substantially lower costs than trucks powered by other means, Exide offers this unique, money-saving plan:

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2. You *lease* the Exide-Ironclad batteries and charger. (Terms are flexible to meet your needs and surprisingly low!)

Result: Your initial capital outlay can be cut as much as 33⅓%, whether you purchase one electric truck or a fleet! You pay for superior Exide power *as you use it*.

With one electric truck, for example, you can save as much as \$1425 per year. These savings are made possible by longer working life of the truck, lower power costs, lower repair and maintenance costs.

Make us prove these savings in your plant! Call your Exide sales engineer. Ask your electric-truck salesman. Send the coupon for all the facts!

Exide Industrial Division
The Electric Storage Battery Co.
Philadelphia 2, Pa.

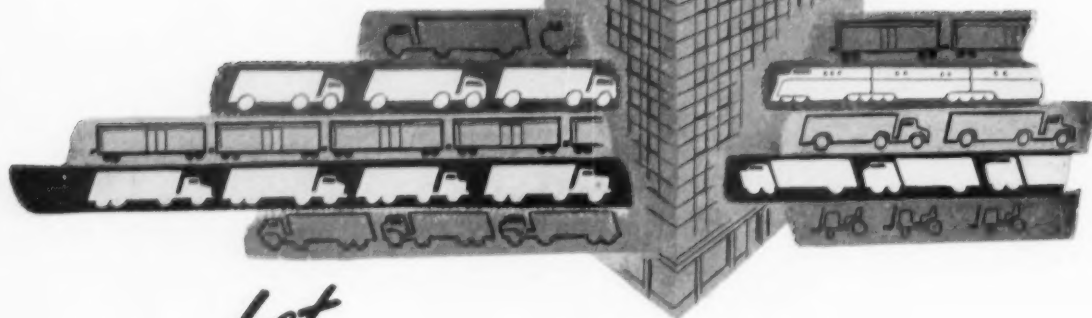
Send me complete details about the new Exide Plan for cutting initial cash outlay on electric industrial trucks.

Name _____
Title _____
Company _____
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Exide INDUSTRIAL DIVISION, The Electric Storage Battery Company, Philadelphia 2, Pa.

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STORAGE *is simple . . .*
it's the INS and OUTS
that count



Let
NORTH PIER TERMINAL
show you how to SAVE and MAKE MORE MONEY on
your WAREHOUSING and DISTRIBUTION

3 convenient Chicago locations

You SHIP YOUR GOODS to North Pier Terminal. Forget your distribution worries. IN or OUT we handle all shipping details: orders, receipts, deliveries, inventories. We'll store your goods and re-ship as you wish.

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So highly developed are our IN and OUT techniques, we can completely remove from your office the worry, the bother and the details of your storage and distribution—and save you time and money. That is our business!

Our IN and OUT techniques are the refinements of modern warehousing that just aren't good business to overlook . . . they are the extras that enable us to cut costs like no one else.

Your LCL and LTL shipments and your local deliveries are faster; your railroad connections are smoothly organized; paper work is quicker, more accurate; your storage is more economical.

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See our complete listing in the Classified section, a total of 8 locations . . . to serve your every need

On the Line—



Outline for Leadership

Questioning transportation executives about their outlook for 1956 was an interesting experience. We learned, for example, that the bigger the man, the less attention he is paying to the fact that this is an election year. Most said they could see no serious depression regardless which of the presently active candidates of either party would win.

They have faith in themselves, faith in America. Transportation needs more men of that caliber to provide successful leadership for tomorrow. Expected changes in the National Transportation Policy will require new, aggressive thinking and management. It will have to be broad, flexible, courageous and calculated to benefit the great majority. Above all, it cannot be bound by tradition and prejudice.

The difficulty is that the industry now has too many specialists; men trained to think only in terms of trains, trucks, planes or ships. Executives of tomorrow will have to think in terms of adequate, efficient, safe and economical service. They will have to learn to subordinate vehicles and coordinate services.

Are there such men? Well, we know of a few that have had experience in more than one form of transportation. But most are not on the top executive level.

We also know of some very able transportation executives with open minds. They could surround themselves with able specialists. But, unless each is another King Solomon, how can he know that his specialists advise wisely if he does not have a broad fundamental transportation knowledge?

Actually there is a dearth of men of the needed caliber. This impels us to issue our own call for mobilization—one to provide new leadership, not one to preserve tradition.

Starting today—now—you in the business of providing transportation, who aspire to become or remain leaders, must shed the belief that your present specialized services are the sole or principal answer to the nation's transportation needs, and that strong competition is incompatible or inimical.

Next, learn or review the fundamentals of all modes of transportation. Read, avidly and studiously, the various current texts and publications. Mingle with your old "enemies," and learn their problems. Cast your "bread upon the waters" by offering them cooperation and direct assistance to acquire valuable knowledge and experience. You may need it tomorrow—or the day after.

If you are the type to lead us in the near future you will be quick to understand that this is but a basic outline. It also is the formula for—A Happy New Year!

Yakkety Yak

Our highest place should be the seat of our brains.

... Too often those in highest places are seated on their brains.

INCENTIVE: Anent brains, smart executives boost corporate assets by providing job promotions to employees graduating from night and correspondence courses partly or fully paid for by their companies.

... Brains-conscious corporations, like GM, Ford and Chrysler, even urge higher education for engineers.

FREE: Financial aid for employee study programs can be obtained from municipal boards of education. They can get funds through federal subsidies available under Smith-Hughes Act.

... Courses cover a wide field of business and technical subjects.

GLOOM: The one bleak outlook for 1956 is rail car shortage. Car builders are operating at 50 per cent of capacity due to steel shortage. Order backlog at end of 1955 was estimated to be over 100,000 cars.

NEW INDEX: After nine years, the Federal Reserve Board has worked out what it believes will be a new economic barometer. Called Flow-of-Funds, it is designed to follow the national cash-credit situation.

... From our own post-holiday condition, the Index unquestionably is "minus zero."

A. V. Greene

Editor



Prescriptions for Prized Possessions WHEN YOU MOVE THE MAYFLOWER WAY

► Every long-distance move is different . . . different in people and destination, in household goods to be moved. This means that long-distance moving service needs to be "tailored" to fit each family's particular needs. Aero Mayflower has not only produced a service that is tops in quality everytime, everywhere, but takes care of the individual requirements of each household. This is because Mayflower's broad experience has made it possible to provide all the facilities that might be needed for *any* move, and to *standardize* them on the highest quality for *each* move. Your nearby Mayflower agent will be glad to arrange "customized" service for all your company's personnel, wherever they may be, wherever they may be going.

AERO MAYFLOWER TRANSIT CO., INC. • INDIANAPOLIS

Mayflower Service is available through selected warehouse agents throughout the United States and Canada. Your local Mayflower agent is listed under Moving in the classified section of your telephone directory.



America's Finest Long-Distance Moving Service

LETTERS TO THE EDITOR

Piggy-Back Guide

To The Editor:

We think the DA Piggy-Back Routing Guide is a compact and usable publication. Effective Oct. 1 we published piggy-back trailer-load rates between Chicago and Memphis. It is possible that there will be, within the next few months, an expansion of our lcl and trailer-load piggy-back service to other Illinois Central points, and we may also make some interline agreements. I shall be pleased to inform you of any additional changes we make.

L. A. Schellenberger
General Merchandise Agent
Illinois Central Railroad

To The Editor:

We would like to point out that since our original correspondence with you we have extended our Piggy-Back service from Montreal-Toronto-Hamilton-London. Previously we provided this service from Montreal-Toronto-Hamilton. It was extended to London in July.

J. J. Thornton
Canadian National Railway System

To The Editor:

I have reviewed the DA Piggy-Back Routing Guide and find it very interesting. The information is concise and condensed in such fashion that it is simple for any to ascertain the services quickly for a given route.

However, we have found a few items in connection with B&O service which are incorrect. They are listed below:

From Chicago, Ill., to Philadelphia, Pa., and Pittsburgh, Pa.; from Moundsville, W. Va., to Washington, D.C.; from Pittsburgh to Washington; from St. Louis, Mo., to Wheeling, W. Va.; from Sparrows Point, Md., to Toledo, O.; from Toledo to Wheeling; from Wheeling to Toledo. The item showing service from Moundsville to Wheeling should be eliminated.

We also have added service from Baltimore, Md., to Youngstown, O., and Cleveland, O.

J. C. McGohan
General Freight Traffic Manager
Baltimore and Ohio Railroad

Since the Guide was first published in September, 1955, a number of railroads have called to our attention certain additions of service inaugurated after the September issue went to press, and some minor additions and corrections. It is expected that DISTRIBUTION AGE will publish in the near future either a supplement to the Guide or a completely revised edition. The nature and number of corrections on hand when the supplement or revision is planned will dictate its format.—The Editor.

DISTRIBUTION AGE

It's usable horsepower that counts!



Internationals give you power without strain at safe, economical rpm to save you the BIG money!

Rated horsepower figures don't tell the whole story of truck performance.

Wise truck buyers want to know *more* than rated horsepower. They want to know what actual *usable* horsepower they are going to get to pull capacity loads at normal, legal speeds—without undue engine strain.

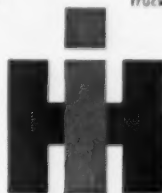
Usable horsepower—that's the point to keep in mind when buying trucks.

INTERNATIONAL engines deliver high usable horsepower at economical, wear-reducing speeds. Because they are built for use in trucks, with no compromise with passenger car design.

You get the usable power you need, plus longest truck life, every driver comfort and convenience. See your INTERNATIONAL Dealer or Branch for trucks exactly right for your job—all-truck built to save you the **BIG** money.

INTERNATIONAL HARVESTER COMPANY • CHICAGO

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TRUCKS**



***All-Truck Built to
save you the BIG money!***

Motor Trucks • Crawler Tractors • Industrial Power
• McCormick[®] Farm Equipment and Farmall[®] Tractors

Many passenger car type truck engines have to rev up to high speeds to pull their loads. They strain at the job—cost big money in wear and repair. INTERNATIONAL all-truck engines turn at relatively low rpm—deliver high usable horsepower at normal road speeds, for peak performance, long life, **BIG** money savings.



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Factory Trucks

Save Time, Money and Effort

COLSON TRUCKS Save Time



...by streamlining the flow of goods from raw materials, through production to storage or shipment of finished products.

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...by cutting manhours spent in wrestling heavy loads around on hard-to-push, out-of-date trucks.

COLSON TRUCKS Save Effort



...by letting easy-rolling COLSON wheels and casters float the load—even over rough, bumpy floors.

Whatever your materials-handling problem there's a COLSON truck, standard or special, to meet your needs—exactly. Write us or, better still, consult the yellow pages (under "Trucks-Industrial") for the COLSON office near you.



Famous Push-E-Z Platform Truck fully loaded starts and rolls with half the effort required by the average truck. It's the strongest hand truck ever built! Capacity 6000 pounds with metal or molded plastic wheels, 3000 pounds with cushion tread, rubber tires.

The COLSON Lift-Jack System easily doubles the efficiency of conventional hand trucks. Handling goods through production, in and out of storage, on and off freight cars or trucks, it lets one man easily do the work of two!



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HOUR

performance only a
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can deliver



This 1955 model HA is the youngest of three "PAYLOADER" units working at Pennsylvania Malleable Iron Corp., Lancaster, Penn. It is also the most productive tractor-shovel for its size that they have ever seen. Mr. E. F. Stolpe, the owner says, "Believe the new HA the best machine for our operations." It is used mostly for handling sand and coal—moves 30 tons per hour, 55 hours per week.

Hundreds of other owners of the new model HA are equally enthusiastic and pleasantly surprised by the superior performance and greater capacity of the new model HA. "Roll-back bucket carries more material" . . . "does the work of two machines on some operations" . . . "less spillage and practically no floor clean-up" are some of the actual comments from other owners.

It will pay you to find out what a "PAYLOADER" can do for your material handling problems. Your "PAYLOADER" Distributor is ready to show you. Use the handy coupon opposite.



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more capacity —
the new model HAH
1 cu. yd. capacity**

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KANSAS

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THE 75,000th



* This contribution to the nation's freight car supply follows recent Southern Pacific announcements that it plans to add another 10,000 cars costing \$90,000,000 to its freight car fleet. Thus, its total number of cars acquired or on order since World War II will be brought to more than 57,000.



TEXAS

PS-1 BOX CAR

**The Cotton Belt, ordering the
75,000th PS-1 Box Car, signals 1956
as the Tenth Anniversary of
Freight Car Standardization**

The progressive and service-minded St. Louis Southwestern Railway Co., the famed Cotton Belt, has ordered the 75,000th PS-1 Standardized Box Car to be built by Pullman-Standard Car Manufacturing Company.

This means that since Pullman-Standard made standardized freight cars available in 1946, over 75,000 PS-1 Box Cars have been put into service or ordered by the railroad industry. The Cotton Belt's purchase, therefore, has both numerical and chronological significance: it heralds 1956 as the Tenth Anniversary of Freight Car Standardization.

With the introduction of the PS-1 in 1946, an important railroad need was filled; the need for a low-cost, minimum maintenance, high performance, precision built, mass produced box car that was designed and tested to serve equally well on all parts of the Great American Railway System. The acceptance earned by the theory of standardization in the form of the PS-1 fulfilled Pullman-Standard expecta-

tions. In only ten years, one out of every twelve of all U. S. box cars is a PS-1. And at the present rate of purchase, more than one out of every two box cars ordered from all builders, including commercial carbuilders and the railroads' own shops, is a PS-1 Pullman-Standard Standardized Box Car.

Pullman-Standard plans to make special note of 1956 as the Tenth Anniversary of Freight Car Standardization.

And the purchase of the 75,000th PS-1 has earned the Cotton Belt, an affiliate of the Southern Pacific Company*, the first Tenth Anniversary salute. This important railroad is a quantity user of Pullman-Standard Standardized Freight Cars—both PS-1 Box Cars and PS-2 Covered Hopper Cars. The addition of the 75,000th PS-1 to the Cotton Belt's fleet is another indication of the up-to-date, modern equipment these forward thinking railroads are using to provide pace-setting service for their many important shippers and consignees.

WORLD'S LARGEST MANUFACTURER OF PASSENGER AND FREIGHT CARS

PULLMAN-STANDARD

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speed cargo lift. So no matter what you ship, or where, United can offer you air freight service tailored to meet your particular needs.

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Coming Events

- Jan. 10-27—Eighth Institute of Industrial Transportation & Traffic Management, The American University, Washington, D. C.
- Jan. 12—Transportation Outlook Conference, Chamber of Commerce of the United States, Statler Hotel, Washington, D. C.
- Jan. 22-24—National Wooden Pallet Mfrs. Assn., ninth semi-annual meeting, Ellinor Village, Daytona Beach, Fla.
- Jan. 22-26—NARW-TRRF Advance Seminar, Purdue University, Lafayette, Ind.
- Jan. 23-25—Truck-Trailer Mfrs. Assn., annual convention, Edgewater Gulf Hotel, Edgewater Park, Miss.
- Jan. 23-27—Regular Common Carrier Conference, Board of Governors Meeting, El Mirador Hotel, Palm Springs, Cal.
- Jan. 24—Southwestern Industrial Traffic League, New Orleans, La.
- Jan. 29-Feb. 2—National Assn. of Frozen Food Packers & National Frozen Food Distributors Assn., Waldorf-Astoria, New York, N. Y.
- Feb. 6-7—National Wooden Box Assn., annual meeting, Shamrock Hotel, Houston, Tex.
- Feb. 9-10—Private Truck Council of America, annual convention, Cleveland Hotel, Cleveland, Ohio.
- Feb. 16-17—American Materials Handling Society & Purdue University, materials handling conference, Purdue University, Lafayette, Ind.
- Apr. 3—The Material Handling Institute, spring meeting, Edgewater Beach Hotel, Chicago, Ill.
- Apr. 8-10—Western Highway Institute, annual meeting, El Mirador Hotel, Palm Springs, Cal.
- Apr. 9-13—American Warehousemen's Assn., 65th annual meeting, Statler Hotel, Los Angeles, Cal.
- Apr. 29-May 3—Operations Council American Trucking Assns., annual meeting, Sheraton-Cadillac Hotel, Detroit, Mich.
- May 5—Local Cartage National Conference, American Trucking Assns., New Orleans, La.
- May 13-19—Regular Common Carrier Conference, American Trucking Assns., Board of Governors Meeting, Edgewater Park, Miss.
- June 5-8—The Material Handling Institute's Exposition of 1956, Cleveland Public Auditorium Cleveland.
- June 17-30—Third Annual Materials Handling Training Conference, Lake Placid, N. Y.

Handling Equipment Manufacturers Predict 10 Per Cent Sales Gain in 1956; Elect Raymond MHI President

Gathering in New York last month at the Annual Meeting of the Material Handling Institute, manufacturers of handling equipment predicted a 10 per cent sales boost in 1956. This gain would follow a banner 1955, during which the industry chalked up its highest peacetime volume in history. (The industry claims sales of approximately \$1.375 billion in 1955, a gain of 20 per cent over 1954.)

George G. Raymond, Jr., president of the Raymond Corp., was elected president of MHI. He succeeds R. H. Davies, Clark Equipment Corp., named a director.

Other officers named include John W. Stiles, Island Equipment Corp., first vice president, and

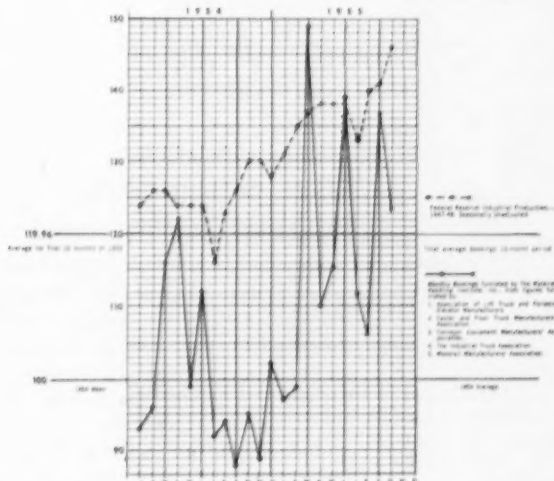
R. L. Fairbank, Towmotor Corp., second vice president.

In addition to the annual reports of the outgoing president and the treasurer, the agenda included reports of the committees on MHI-AMHS Cooperation, MHI and College Education, AAR Coordination, Public Relations, and the 1956 Exposition and Technical Sessions.

Seven men were elected to the Board of Directors. The new directors are: George Greenberger, Sage Equipment Co.; M. W. Heinrich, Gould-National Batteries; Howard Palmer, Lewis-Shepard Products, Inc.; L. C. Daniels, Allis Chalmers Manufacturing Co.; W. E. Duchene, Heppenstall Co.; A. C. Timmins, Lift Trucks, Inc., and J. W. Wunsch, Silent Hoist & Crane.

(Please Turn Page)

Materials Handling Equipment Bookings



Equipment manufacturers' bookings for October dipped slightly from the previous month's bookings, according to The MHI's monthly index. October bookings reported were 123.52 as compared with 136.8 for September. Despite the dip, bookings for the year average 20 per cent higher than 1954, and October bookings are higher than any month during preceding year.

Chuting the News . . .

(Continued from Preceding Page)

Overhead Crane Institute Names Sohn President

Joseph T. Sohn, vice-president, Bedford Foundry and Machine Co., Bedford, Ind., was elected president of the Electric Overhead Crane Institute, Inc., at its recent Annual Meeting in New York.

Other officers elected were: Vice-President, H. T. Florence, Cleveland Crane & Engineering Co.; Directors, Frank M. Blum, Harnischfeger Corp.; A. R. Walkley, Manning, Maxwell and Moore, Inc., and William H. Morgan, Morgan Engineering Co.

Joe H. Peritz was elected executive secretary and treasurer to head the Institute's new offices in Washington, D. C.

Sixty-four graduates of the Traffic Managers Institute received diplomas last month at a meeting of TMI Alumni Assn.

News Briefs

W. Stanhaus, president of Spector Freight System, Inc., represented the motor carrier industry at the recent Second Annual Hoosier Traffic and Transportation Seminar at Butler University, Indianapolis, Ind.

The volume of intercity truck tonnage during the third quarter of 1955 rose 15.4 per cent over the same period in 1954, and 7.1 per cent over the former record third quarter of 1953.

Chester C. Thompson, president of The American Waterway Operators, Inc., and Munger T. Ball, president of Sabine Towing Co., will represent the inland waterways and barge and towing vessel industry on the Executive Committee of the Propeller Club of the United States in 1956.

Harold F. Hammond, executive vice-president of the Transportation Association of America, addressed the last regular meeting of the Trans-Missouri-Kansas Shippers Board in St. Louis last month.

A recent reorganization of the Bendix Aviation Corp., Kansas City Div., has resulted in the addition of the Internal Transportation Department to the Traffic Group, which formerly was comprised of the Traffic, Shipping, Receiving, and Outside Transportation Departments.

AAR Names 20 Directors

Twenty chief executives of railroads were elected to the Board of Directors of the AAR at its recent Annual Meeting in Chicago.

The seven directors chosen from the East are: P. W. Johnston, Erie; P. B. McGinnis, New York, New Haven and Hartford; A. E. Perlman, New York Central; H. E. Simpson, Baltimore & Ohio; J. M. Symes, Pennsylvania; W. J. Tuohy, Chesapeake and Ohio; and L. L. White, New York, Chicago & St. Louis.

Eight Western executives named are: F. G. Gurley, Atchison, Topeka & Santa Fe; Clark Hungerford, St. Louis-San Francisco; J. P. Kiley, Chicago, Milwaukee, St. Paul and Pacific; Robert S. Macfarlane, Northern Pacific; Wilson McCarthy, Denver and Rio Grande Western; P. J. Neff, Missouri Pacific; D. J. Russell, Southern Pacific, and A. E. Stoddard, Union Pacific.

The five members elected from the South are: C. McD. Davis, Atlantic Coast Line; Harry A. DeButts, Southern Railway; John W. Smith, Seaboard Air Line, and John E. Tilford, Louisville and Nashville.

William T. Faricy, president of the AAR, is a member and chairman (ex officio) of the board.

Raynard F. Bonham, Sr., has been re-elected president of the National Furniture Traffic Conference, Inc.

Senator Requests Hearings On Cabinet Committee Report

Senator John W. Bricker has asked Senator Warren G. Magnuson, chairman of the Senate Interstate and Foreign Service Committee, to announce that the Committee will begin hearings shortly after Congress reconvenes on rates and services of all forms of surface transportation.

Packaging Award



T. A. Graves (left) production manager, Continental Gin Co., and George Voleker, General Box Co., inspecting the wirebound box which won the Harold Jackson Award at the recent SIPMHE National Materials Handling and Protective Packaging Competition. Graves' winning box is used to pack sharp cotton gin saw blades. It was designed on a client's request for a box to hold 90 blades, instead of the previous 250. The box reduced the firm's cost of crating for an annual saving of approximately \$1,900.

Shovel and Crane Association Conducts Annual Meeting

At its Annual Meeting early last month, the Power Crane and Shovel Association elected D. W. Lehti, president. He also is president of the Link-Belt Speeder Corp., Cedar Rapids, Ia.

Other officers named include: M. B. Garber, vice president-sales, The Thew Shovel Co., vice president, and P. H. Birkhead, vice president, Bucyrus-Erie Co., and C. B. Smythe, president-treasurer, The Thew Shovel Co., directors. Herbert S. Blaker, Jr., is executive secretary.

The U. S. Signal Corps Supply Agency conducted a three-day Symposium on Traffic Management, in Philadelphia, Pa., last month.

Arpaia Named ICC Chairman

Anthony F. Arpaia, ICC commissioner, has been named chairman of the Commission for a one-year term beginning Jan. 1. Arpaia succeeds Hugh W. Cross, who resigned in November. Commissioner Arpaia took his oath of office in July, 1952. His term will expire Dec. 31, 1957.



Lloyd A. Menveg (second from right) presents gavel to B. J. Roberts, president of the newly formed International Association of Ports and Harbors. Others are C. M. Chen, of Republic of China (left) second vice president, and John-Iwar Dahlin, of Sweden, first vice president. Menveg, president of the Los Angeles Board of Harbor Commissioners, was chairman of the meeting

Legislative Line-Up

Following is a brief summary of legislative items held over from the first session of the 84th Congress, and scheduled for early action as Congress reconvened for the second session of January 3.

HIGHWAY CONSTRUCTION

House Public Works committee still has on its calendar the Gore bill, S. 1048, and later construction bills offered by Thompson of Louisiana, Scudder (Calif.), Wright (Tex.), Dempsey (N. M.), and Mack (Wash.).

HIGHWAY LAWS—H.R. 234, 236, and 2127 await House Public Works committee attention.

PHANTOM FREIGHT — House Commerce committee has on its agenda H.R. 528 and 765.

POSTAL RATES—H.R. 2988, the Administration postal rate increase bill, remains in the House Post Office committee.

SHIP MORTGAGES—House Merchant Marine committee intends to get reports from interested agencies before acting on the Boggs bill.

TRANSPORT POLICY—Senate and House Commerce committees plan early hearings during this session on the transport policy bills, S. 1920 and H.R. 6141 and 6142.

TRANSPORTATION TAX—House Ways and Means committee has included the Keogh bill, H. R. 6599, on ferry service taxes, in an over-all bill.

TRIP LEASING—Smathers bill, S. 898, is on the Senate calendar.

Major transportation developments in 1956 will be previewed by industry authorities at a Transportation Outlook Conference at the Statler Hotel, in Washington, D. C., on Jan. 12. The Conference is being sponsored by the U. S. Chamber of Commerce.

SIPMHE Names Officers

Officers installed at a recent meeting of the Society of Industrial Packaging and Materials Handling Engineers include: Earl B. Candell, General Electric Co., board chairman; John W. McReynolds, Kraft Foods Co., president; John Mount, Insurance Co. of North America, executive vice president; A. O. Manger, Rathborne, Hair & Ridgway Box Co.; E. P. Troeger, Douglas Aircraft Co., and W. L. Utley, Towmotor Corp., vice presidents; M. C. Weisenborn, Jiffy Mfg. Co., treasurer, and R. C. Cragg, Gould National Batteries, secretary.

"Integrated Handling—Management Profit Tool," will be the theme of the 12 technical sessions sponsored by AMHS at MHI's 1956 Exposition, scheduled for June, in Cleveland, Ohio.

Club Briefs

Walter F. Friedman, of Container Laboratories, Inc., will speak at the January meeting of the New Jersey Chapter, AMHS.

R. A. O'Brien, Union Carbide and Carbon Corp., was elected president of the Traffic Club of New York last month.

At its last meeting the Philadelphia Chapter, Association of ICC Practitioners, conducted the second in a series of forums on the Cabinet Committee Report on Transport Policy.

A mock rate proposal hearing before a standing rate committee of a motor carrier bureau was presented at the last meeting of Connecticut Alpha Chapter No. 56, Delta Nu Alpha.

A. W. Greene, editor of DISTRIBUTION AGE, spoke on "Transportation Outlook for 1956" at the December meeting of the Philadelphia, Pa., Chapter, Delta Nu Alpha.

The Pacific Slope Institute of Transportation was conducted Dec. 6 in Los Angeles, Calif., under the sponsorship of the Los Angeles Transportation Club and the Los Angeles and California State Chambers of Commerce.

L. B. Larson, who has moved to a new position with Kimberly-Clark Corp., Neenah, Wis., has resigned his position as first vice-president of the Traffic Club of Chicago.

A panel of experts from the railroads, truckers, shippers, warehousemen, labor, steamships, and carloading answered questions at the December meeting of the Metropolitan Traffic Association of New York.

ICC's New Braking Proposal

In a proceeding instituted Nov. 14, the ICC proposed a new regulation which would require additional mechanical safeguards against brake failures on tractor-trailers and other motor vehicle combinations.

The ICC asked for submission of written views of interested parties by Jan. 3. The proposed rule calls for a braking system which would limit the failure of any part of it to a single axle, thus permitting the driver to retain control of his vehicle.

The rule would apply on all combination vehicles manufactured after Sept. 30, 1956, and on all combination vehicles in use after March 31, 1957.

(Please Turn Page)

Chuting the News . . .

(Continued from Preceding Page)

Essay Winners Announced

Monon Railroad has announced winners of its recent essay contest on the Cabinet Committee Report on Transport Policy and Organization. First place winners were Edward E. Wood, Jr., of Needham, Mass., who wrote in favor of the Report, and William J. Burns, of Silver Springs, Md., who wrote in opposition to the Report.

Second place winners in the respective divisions were Alfred W. Mahan, New Haven, Conn., for the Report, and Charles D. Brown, Arlington, Va., against the Report.

A one-day conference on materials handling will be conducted in Milwaukee, Wis., on Jan. 17, under the joint sponsorship of the Wisconsin chapters of AMHS and SIPMHE.

—BA—

Commenting on the recent ICC action upholding the rate of per diem rental paid by railroads for the use of freight cars of other roads, William T. Faricy, president of the AAR, said that the sustaining action should strengthen the movement to increase the supply of freight cars.

Traffic

Harvey V. Oakes—appointed director of distribution, Crown Zellerbach Corp., San Francisco, Calif.

Robert C. Cosgrove—named director of distribution, Green Giant Co., Le Sueur, Minn.

David Ross—appointed general traffic manager, General Cable Corp., New York, N. Y.



R. B. Graham—appointed general traffic manager, Aluminum Co. of Canada, Ltd., succeeding T. C. Lockwood, who will continue as traffic consultant.

Thomas J. Dunleavy—named asst. traffic manager, special products div., National Biscuit Co., New York, N. Y.

Allen R. Young—appointed eastern traffic representative, Archer-Daniels-Midland Co., Newark, N. J.

Transportation—Air

John B. Walker and **Jack F. Chrysler**—elected to the board of directors, Air Express International Corp., New York, N. Y.

R. W. Moore, Sr., and **George C. Neal**—elected directors, Emery Air Freight Corp., New York.

Thomas F. Gleed and **Vernon Stouffer**—elected to the board of directors, United Air Lines, Chicago, Ill.

MEN IN THE NEWS

—Highway

George Motz—named traffic manager, Interstate Motor Freight System, Detroit, Mich. **Ed Krause**—appointed district sales manager.

James W. Boyer—named secretary of the operations council, ATA, Washington, D. C.



John Zyla—named terminal manager, Brady Motorfrate, Omaha, Neb.

Emerson W. Swan—elected vp in charge of operations, Roadway Express, Inc., Akron, O.

William K. King and **John J. Nolan**—named operations supervisors, Red Star Express Lines, Inc., North Bergen, N. J.

E. W. Anderson—appointed director of transportation, General Expressways System, Chicago, Ill. **T. J. Doyle**—named safety director.

John Foster—named terminal manager, Brady Motorfrate, St. Louis, Mo.

W. C. Tunno, Jr.—appointed operations manager, Great Dane Trailers, and **W. A. Saunders**—named purchasing agent.

C. P. Palin—named vice president-transportation and properties, Pacific Intermountain Express Co., Oakland.

NMFTA Elects Officers

The National Motor Freight Traffic Association, which replaced the old National Traffic Committee of ATA, at a meeting in Washington, D. C., Nov. 22, elected 15 trucking executives to serve as directors. **B. L. Frazer**, vice president, secretary and comptroller of the McLean Trucking Co., Winston-Salem, N. C., was elected chairman by the new directors. **George C. Shea**, of the H. P. Welch Co., Somerville, Mass., was elected vice chairman; **L. M. Dean**, of Husman and Roper Freight Lines, Inc., St. Louis, Mo., was elected treasurer, and **Fred G. Freund**, secretary. A National Classification Committee was established as an autonomous standing committee to deal with classification making matters.



Max R. Jensen—appointed vice president, Consolidated Freightways, Portland, Ore.

A. T. Wanek—named vice president in charge of operations, Brown Trailers, Inc.

Walter G. Larsen—appointed director of purchases, Consolidated Freightways, Portland, Ore.

—Rail

Edmund L. Grimes—appointed a board director, Baltimore & Ohio Railroad, New York, succeeding **Stewart McDonald**—who recently resigned.

Clarence G. Rodgers—elected vice president and gen'l mgr., Chicago & Eastern Illinois Railroad, succeeding **A. W. Schroeder**—named vice president in charge of operations, Minneapolis & St. Louis Railway.



T. H. Banister (left)—named vice president—executive dept., and **J. E. Gilliland** (right)—appointed vice president—traffic, Frisco Railway, St. Louis, Mo.

John P. Quinn—appointed acting (Please Turn to Page 110)



One reason Johnson's Wax specified Clark is the dependable local service offered by Wisconsin Industrial Truck Co., Milwaukee. It's typical of all Clark dealers. It's smart business to do business—locally.

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BUT PERFORMANCE DOESN'T *JUST* DEPEND ON FEATURES. How about a year from now, or two years, or five? That's when you depend on service—fast, local service.

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men who *know* your machines. He provides prompt mobile service for emergencies, preventative maintenance right in your own plant, a completely equipped shop for rebuilding, and a fleet of rental trucks to help you over peak work loads. Here, is a *complete* service package.

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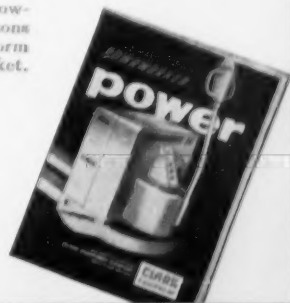
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To the man who's thinking about buying a new truck:

maybe you're missing something ...

➤ And what you're missing is more than "maybe," it's for *sure*—if you haven't yet visited your Dodge truck dealer.

➤ Do you want to miss a *rock-bottom price*? Perhaps you haven't realized that Dodge trucks actually cost *less* than you'd pay for corresponding models of most other makes.

➤ Do you want to miss *power* so high it leads the field? Consider this: with engines of 169 to 175 horsepower, Dodge overpowers *every other leading make of truck* in the low- and medium-tonnage fields.

➤ Surely you don't want to miss the many advantages of

"*Job-Rated*." Because all units from engine to rear axle are engineered and matched for a specific job, the Dodge truck you buy is exactly *right* for your business.

➤ You don't want to miss Dodge safety—which includes the biggest wrap-around windshield of any truck on the road, the shortest turning radius. Or Dodge superior cab comfort ... Forward Look Styling.

➤ In short, you get a whale of a lot more truck for a good deal less money than you think! Stop in and see your Dodge truck dealer right away—don't miss *anything*!

DODGE Job-Rated **TRUCKS**
WITH THE FORWARD LOOK ➤



Washington

DA

By Ray M. Stroupe, *Chilton Washington News Bureau*

GRANTS AIR RIGHTS—Profitable air cargo business is to be shared by more carriers. CAB has given two Miami enterprises new five-year authority to transport freight. Riddle Airlines will serve cities from Boston, Detroit, and Chicago southward to points on both coasts of Florida. American Air Export & Import Co. will fly from New York, Chicago, and Detroit to Birmingham and New Orleans.

ICC POWER DISPUTED—Regulation of the Alleghany Corp. by the ICC is disputed by a federal court. Recent court decision, which may be appealed, affects distribution of the remainder of 1.3 million shares of new Alleghany stock. ICC approved the stock issue last June. SEC and the ICC have contended for regulation of Alleghany, but the ICC insists SEC has no legal claim to jurisdiction.

HAS VITAL TASK—Clifford G. Pommer, of the General Electric Co., now is in charge of transportation equipment production duties of the Business and Defense Services Administration. He is the new director of the BDSA Shipbuilding, Railroad, Ordnance, and Aircraft Div. Pommer is on loan from GE, where his most recent assignment was as marketing manager for aircraft and ordnance operations in Schenectady.

RULES ON TEXTILES—Motor carriers authorized to transport textile products only, the ICC rules, are barred from hauling suits and dresses. In response to carriers' questions, Bureau of Motor Carriers defines textile products as yarn made from various fibers and as goods made wholly of cloth. Definition does not include garments and other articles requiring fasteners and attached trimmings.

SHIPPERS FEAR TRAP—Many merchants and manufacturers are urging Congress to beware of one specific section in the transport policy bills. They want rejection of language which might place their nonprofit shipping associations under regulation of the ICC. Association members currently enjoy economies through joint use of commercial carriers and are anxious to retain exempt status for their groups.

STUDY OIL CRATING—Shipping containers for quart oil cans bound for foreign points should be Q-crates or wirebound boxes, a Navy study suggests. Either the crates, made of wood stripped with wire, or boxed will protect contents better than containers now called for in military specifications, the study states. It notes that costs of packing in wire-bound boxes may be somewhat higher because hand filling is needed.

SURVEY OIL STORAGE—Current facilities for storing oil and gas underground will be examined fully by a new 12-man committee of the National Petroleum Council. It was named in response to a request from Hugh Stewart, director of the Office of Oil and Gas, U. S. Interior Dept. The group will report on the capacity of underground storage in use, by types, sizes, regional location, and kinds of products stored.

YEAR-END CAR ORDERS—Twin programs ordering new freight cars and removing unserviceable ones were progressing as 1955 ended. Rail lines probably had more than 130,000 new cars on order as of Dec. 31, AAR estimates reveal. Rickety rolling stock was being systematically thinned out. Last Mar. 1, 9.1 per cent of the railroads' open hoppers were unserviceable.

WOULD EXTEND RUNS—Renewed by the Isbrandtsen Co. is its application to the ICC for authority to provide regular year-round service from West Coast to East Coast cities. Vessels would continue to take on cargoes at Pacific Coast ports while completing round-the-world service. Certificate now held by the firm restricts its eastbound intercoastal operations to seven months of the year.

SEES SALES GROWING—Active, growing competition in the industrial truck industry is seen by Frank Hier, Federal Trade Commission hearing examiner. In an initial decision, Hier recommends dismissal of an FTC suit alleging that Yale & Towne imperiled competition by giving quantity discounts on its trucks. He finds no conclusive evidence that other truck builders were endangered.

TOLL TASKS JUDGED—Tolls collected on shipments via the St. Lawrence Seaway must pay all costs of building, operating, and maintaining the giant waterway. Congressional authorization of the project indicated that the solons expected the Seaway to pay its own way, says U. S. Comptroller General Joseph Campbell. He also decides the expense of installing and maintaining navigation aids on the U. S. side is part of the full Seaway cost.

DESIRE BIGGER FEES—Rail lines in all parts of the country were preparing last month to ask the ICC for another boost in freight rates. Eastern and Western roads previously had agreed to petition for a general increase of 7 per cent. Southern carriers then resolved to join in the action. Hoped-for increases would be in addition to advances of 12 to 15 per cent granted in 1952.

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The Rapistan OVER-ALL ENDURANCE Test . . .

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The Rapistan WHEEL LIFE Test . . .

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The Rapistan RIG LIFE Test . . .

Measures life of raceway in performance hours before breakdown. Tests are made on spinning equipment which rotates casters on swivel until breakdown.



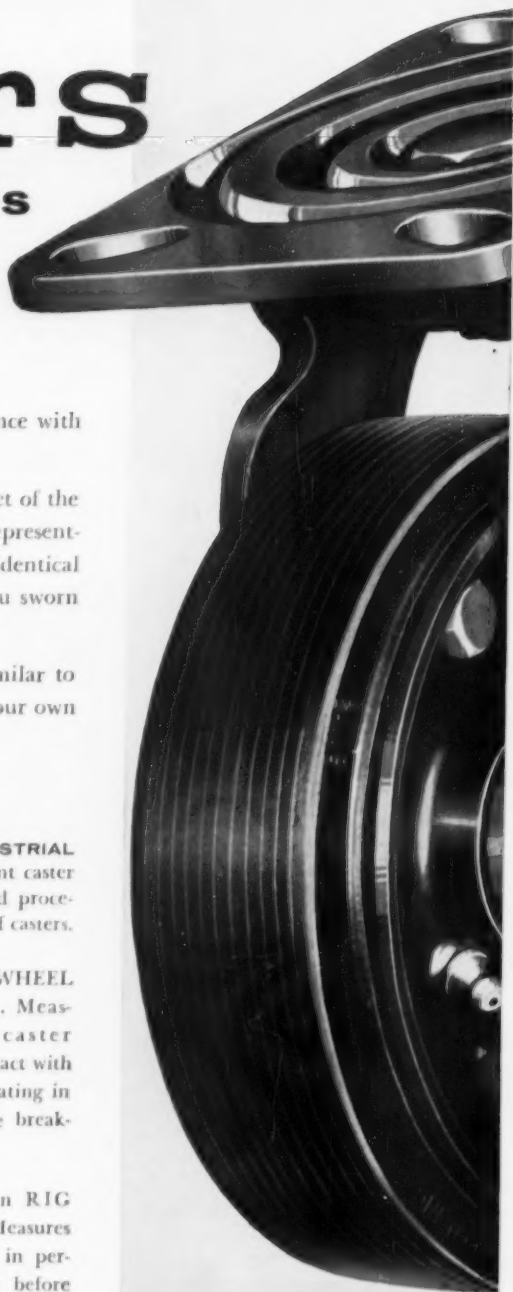
The Rapistan ROLLABILITY Test . . .

Measures tendency of caster to continue rolling freely under a rated load, after driving source is removed. Performance measured in seconds from 10 MPH to zero by placing weighted caster in contact with power driven drum, and rotating drum at more than 10 MPH before disconnecting power.



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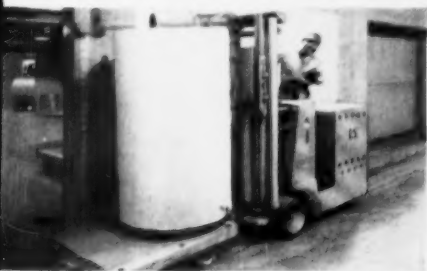


EXTRA!

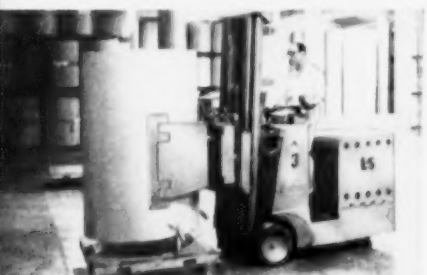
Philadelphia Evening and Sunday Bulletin reports 100% satisfaction with Lewis-Shepard equipment



1600 to 2000 lb. rolls of newsprint are unloaded from freight cars with a Model "E" electric fork truck equipped with a Bartel device.



The Model "E" places the 40" diameter roll on end on an L-S inflow dragline cart. Both truck and cart are moving at approximately 50 FPM.



The dragline cart transports the roll to the storage area where it is picked up by a Model "E" with 90° Rotating Roll Clamp.



Storage rolls are placed on carts headed for the pressroom. Because line is moving, both truck and roll must be in proper position, in order to prevent damage to paper.



Newsprint rolls are stacked 3 high on end in storage area by L-S Model "E".

America's largest evening newspaper handles 1,540,000 pounds of paper a day with 6 Lewis-Shepard trucks

The Philadelphia Evening and Sunday Bulletin is housed in the country's most modern newspaper plant. Mr. J. P. Grant, mechanical superintendent, has this to say about the decision to use L-S equipment . . . "A survey of available trucks and consultation with satisfied users convinced us that Lewis-Shepard was the equipment we wanted." And the *news-behind-the-news* on L-S performance, which influenced this decision, is simply this.

L-S Master Line Trucks, such as the Model E shown, give up to 3 times longer life than gas trucks, and with lower main-

tenance. Free of messy grease and oil drippings, they are safer to use. Standdrive and precision controls make it possible to handle heavy rolls . . . gently, without damaging stock. And the day-in and day-out dependability of L-S equipment assures a steady, uninterrupted flow of newsprint to busy presses. Good reasons, all of them, why L-S trucks got the nod.

Lewis-Shepard was able to supply the dragline trucks, too. L-S makes the most complete line of materials handling equipment, *anywhere*. For catalogs describing the complete L-S line, mail the coupon.



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Automobile Mfr.	52 L-S in use — reordered 6
Electrical Goods Mfr.	154 L-S in use — reordered 8
Gracer	73 L-S in use — reordered 20
Rubber Company	70 L-S in use — reordered 12

Circle No. 12 on Card, Facing Page 49, for more information

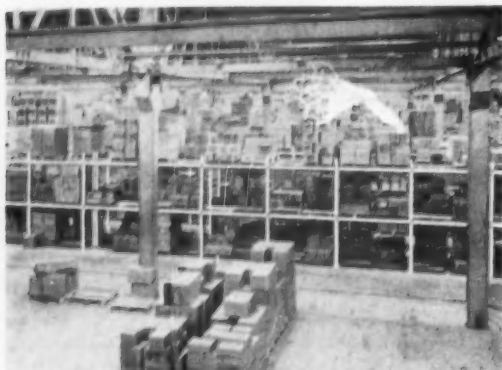
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AMERICAN PALLET RACK installation used in the Winston & Newell Company's warehouse at Hopkins, Minnesota



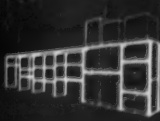
AMERICAN PALLET RACKS used in shipping and receiving area, S. S. Kresge Co. warehouse, Fort Wayne, Indiana

send for catalog

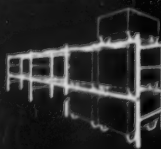
There's an American Rack for every storage need



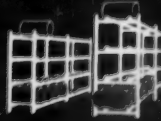
Standard Pallet Racks



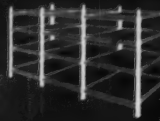
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DuPont de Nemours & Co., Inc., E. I.
Ford Motor Co.
General Electric Co.

Goodrich Company, The B. F.
Heinz, H. J., Company, Inc.
Kroger Company, The
Radio Corporation of America
Rexall Drug Co.
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DISTRIBUTION AGE



JANUARY, 1956
Vol. 55, No. 1

Spot survey quotes truck and rail
officials and solicitors who look
for good business in '56 but say
future depends on new legislation

UNREST in some transportation circles has raised a question as to the general outlook for that industry for the coming year. There are several disturbing factors but the principal one has to do with possible legislative developments—the National Transportation Policy in particular.

Those concerned about the proposed legislation seem to feel that the outcome not only will affect their operations during the coming year but, also, for years to come. While this group includes airlines and waterborne carriers as well as railroads and motor carriers, this report will confine itself to the latter two because their activities on the Cabinet Committee Report have been broader and more intense.

In light of all controversial comments broadcast since the release of the Weeks Report, DISTRIBUTION AGE sought sober, candid opinions from rail and motor carrier representatives—not only the executives but also the men on the firing line, whose incomes probably will be most affected by the proposed changes.

Contrary to general opinion, not all motor carriers visualize disaster ahead if all the recommendations of the Cabinet Committee are incorporated into law. Nor do all railroad men, on the other hand, agree that the proposed changes will open a golden era.

While many of the motor carriers contacted by DA are worried about the future, a greater number are preparing for some legislative changes with the belief that, by organized opposition, the results will not be ruinous. Some say they are counting on the fact that the politically divided Congress will not steamroller the Republican Cabinet's recommendations in their entirety.

"The worst we have to fear is the principle of Agreed Charges," one spokesman said. "But an enlightened Congress will realize that, in effect, it would create and

Truckers and Railroads Look at 1956

sanction transportation monopolies. That is the greatest stumbling block that its proponents face. If that point is missed or ignored by the Congress, we still have legal recourse in existing monopoly legislation. And any meddling with that law is contrary to our national philosophy.

"The only nations where the philosophy of Agreed Charges thrives is in Great Britain and Canada, where nationalization of transport is in effect. In both

countries, motor carriers have no voice. As a result, they are reduced to local cartage status."

One carrier, organizing for "dynamic competition," had this to say:

"If the rails think that all they have to do is to buy some trucks and cut tariffs to take business away from us, they've got a surprise coming. Presently, we have five railroads and 27 major motor carriers competing for the
(Please Turn to Page 78)

As Other Transportation Groups See '56

WATERWAYS—

The American Waterways Operators estimate that 1955 barge traffic will show a six per cent gain—87.5 billion ton miles—when finally tabulated. The forecast for 1956: "Continued growth of inland waterway traffic, as well as of the barge and towing vessel fleet, the terminal system, and the inland shipbuilding industry."

AIR CARGO—

Excellent gains being tabulated show 1955 exceeded most optimistic estimates. Overall gain for 1956 of 20-25 per cent is forecast. Other indications for '56 are: Increases in air mail and parcel post. Some diversion of surface mail by government also expected. Air express expected to increase by seven or eight per cent, although air lines jointly expect that type of cargo to increase by 15 per cent. CAB's five-year certification of export-import freight, and the

permanent status given air freight forwarding, also expected to add to air cargo gains.

PRIVATE CARRIERS—

Indications for 1955 show gains in private carriage, and trend is expected to continue for 1956 because of continuous freight tariff increases. Expect passage of Trip Leasing Bill and "souped-up" Highway Bill. Will oppose redefining private carriage as implied in Weeks Report.

HIGHWAY USERS—

Highway expenditures reached new peak of \$7.175 billion in 1955. Of this, a record of \$4.625 billion includes capital outlay. Toll financing also at record \$700,500,000. Interstate Highway System added 2,308 miles during 1955. Some gains, no losses anticipated in state size and weight limits.

Maintenance and Repair of

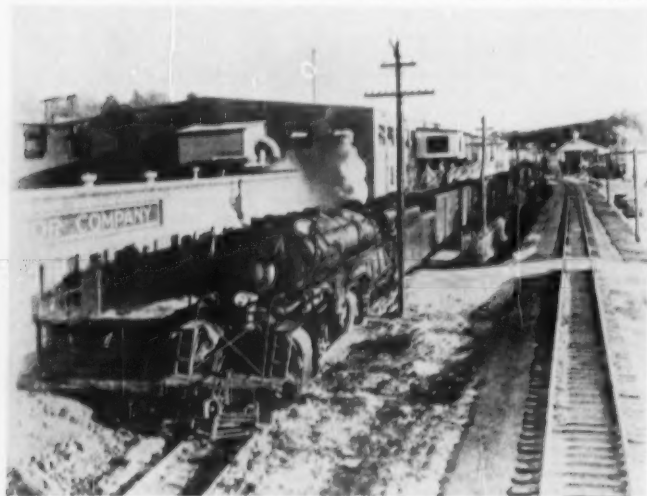
Neglect of industrial trackage is a form of false economy—often paid for by delayed movement of goods into and out of the warehouse or plant, excessive demurrage charges, costly track repair, and equipment damage

By W. E. Kelly, L. B. Foster Co., Pittsburgh, Pa.



Spikes being removed before removal and replacement of ties. New tie being installed and fork-tamped prior to driving the spikes

Typical industrial siding with poor track maintenance. Track ties are covered with dirt and debris. Compare with main track at right



TO JUDGE by available information, less attention is paid to the operation and maintenance of industrial trackage than to almost any other phase of plant operations. Industrial trackage includes railroad facilities in the yards and sidings within a plant's property line, and owned by the plant. There are thousands of miles of such track in this country.

Because maintenance and repair of track equipment is a highly specialized subject, and because it is only one of many things to worry about, plants tend to neglect this phase of their operations.

This neglect is paid for by inefficient movement of materials in and out of the plant; lost time, money and labor in major track repair work that could have been avoided by proper maintenance; and the presence at the plant of conditions that may lead to serious equipment damage—and even serious injury to plant personnel.

Track Maintenance for the Layman

Fortunately, it does not take expert knowledge of railroad design and operation to adequately maintain and repair industrial trackage. All that is needed is a familiarity with certain basic facts concerning the various components of a trackage system, switch materials and track tools. A knowledge of track terminology is an important aid in requisitioning and using track tools and equipment.

As in the case of plant buildings, a railroad

Editor's Note: This is the first of a series of four articles, prepared as an aid to plant management, on the efficient and economical maintenance of plant track systems.

Industrial Tracks

Part I The Roadbed

track is only as good as its foundation. In railroad language, the foundation is called the roadbed. It consists of the subgrade and ballast on which the tracks are laid. The key factor is the ballast.

Ballast is the term applied to any material such as crushed stone, chat, slag, gravel, sand or cinders which is placed on the subgrade to maintain proper line and surface. Mud tracks, laid directly on the ground without any foundation preparation, still are found occasionally, but they have proved to be a constant source of trouble, and maintenance costs are high.

Ballast provides a firm even bearing for the ties. This permits the even distribution of the load over the roadbed, reducing surface maintenance. Ballast fills in the spaces between adjacent ties, called the crib, and extends out beyond the end of ties about six inches, and then slopes down to the existing subgrade, to form a ballast shoulder. This shoulder of ballast holds the ties in proper alignment, resisting any lateral movement of the track under traffic.

Properly placed, ballast will assure adequate drainage of the track structure, keeping the ties relatively dry, and extending their service life. By providing proper drainage, puddling or pumping track is eliminated, and in freezing weather, the problem of heaving track is minimized. Rail life also is extended, since good track surface reduces rail wear

and costly problem of joint batter at the rail ends.

Another advantage of good ballast is its tendency to discourage or prevent the growth of weeds and other vegetation between ties. It is important that the ballast section be kept clear of such vegetation, since the plant root structure gradually fouls the ballast, reducing its effectiveness in providing adequate drainage.

A well-drained track structure through the use of ballast eliminates the problem of plant employees working around the track in slipping mud. Also, ballasted track can be just as easily maintained in wet as in dry weather. Its stability is not lessened by the presence of surface water, resulting from normal rainfall. By contrast, non-ballasted track loses its surface quickly, as the water makes the ordinary earthen subgrade spongy and soft with little bearing value.

Ballast makes it possible to resurface a track easily, whether it be spot surfacing or an out-of-face raise of the entire track to re-establish the original grade. This may be necessary to compensate for any subsidence of the subgrade or compaction of the ballast under traffic. Main line tracks on Class I railroads normally are raised out-of-face about every six or seven years, depending on traffic conditions. Industrial tracks, by comparison, would seldom re-

(Please Turn to Page 76)

Mud tracks without firm ballast. Lack of drainage has resulted in puddling or pumping track, with possible heave



Lining of the track to provide tangent track and uniform curves, both of which will simplify future maintenance

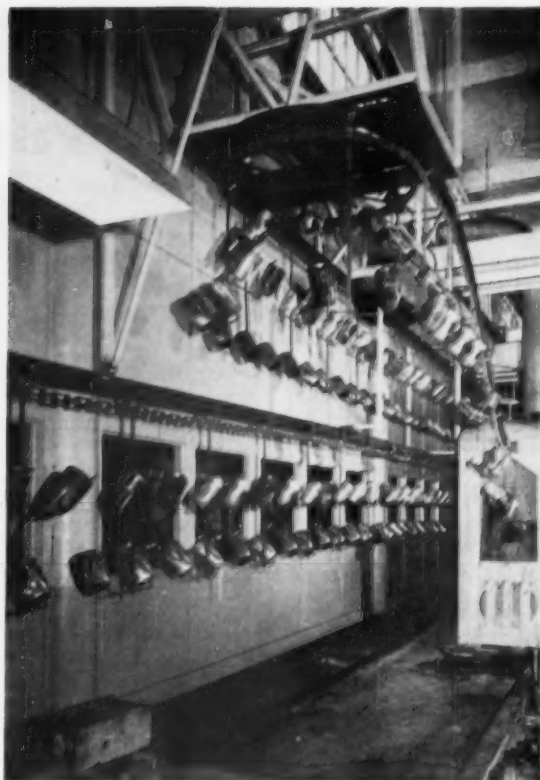




After a second annealing operation, the percolator bodies are repocketed, edged, then rough-trimmed on a lathe

Conveyors featured in the new handling, storage and production line methods called for by increased demand for coffee pots

By Hugh G. Jarman



Link-Belt conveyor moves percolator bodies through two washings before and after spouts and designs are applied

Percolator Production Via

THE SALES of electric automatic coffee percolators has increased by six times during the past two years. This has caused production, materials handling and storage headaches.

Landers, Frary & Clark, New Britain, Conn., manufacturers of the Universal Coffeematic percolators solved the problem by introducing mass production, mechanical handling and "storage-in-transit" methods—first by mechanizing an existing production line and, later by building a "dream" layout.

Conveyor System

The basis of the new layout is an overhead trolley conveyor system which not only conveys parts from one operation to another, but also provides live storage where needed in the production area without encroaching on available production floor space.

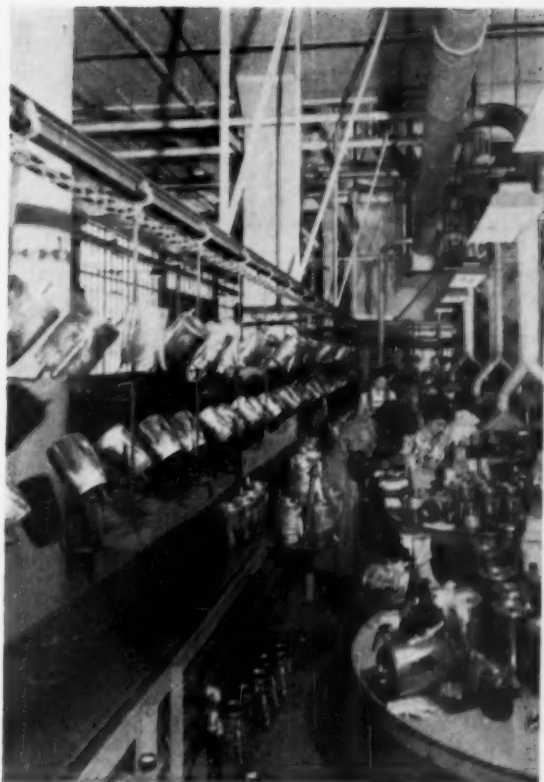
The new line was built from scratch—all on one floor instead of the previous layout in a five-story

building—in a 486 by 123-ft building converted from four buildings, which were previously used for range and washing machine production. It includes eight overhead trolley conveyors totalling 2,851 ft in length, 16 belt conveyors totalling 586 ft, two final assembly slat conveyors, four revolving spout soldering tables, a monorail, numerous gravity roll conveyors, and chutes.

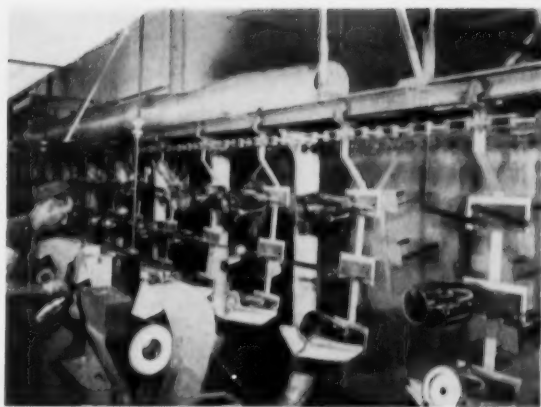
Since this production line was new from top to bottom, the entire system could be planned to coordinate in every detail to cut down on work process providing no more than 20 minutes storage between any of the operations, except for a system of overhead storage of percolators ahead of final assembly.

The smoothness of all handling operations reduced the damage to work process, and the adaptation of additional finishing operations has resulted in an improved product.

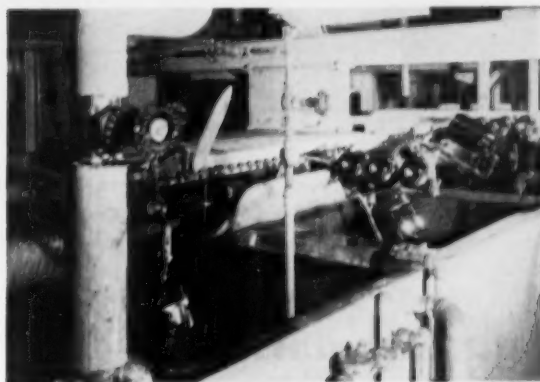
The layout is designed for two-shift operation in



Spouts are soldered at four six-station revolving turntables then conveyor carries bodies through washer to polisher



Bodies are carried on hangers to any of eight bench jacks for color buffing, then placed on slings after inspection



Conveyor automatically immerses bodies in 23 separate baths in the process of applying bright nickel and chrome

Percolators, tin-plated on inside, are hand-dipped to prevent oxidation, and then conveyed through the drying oven



Automation

the formation of percolator bodies up to the point of final assembly, and one-shift operation on two parallel production lines through final assembly, inspection and packing.

One of the features of the system is an overhead storage conveyor that provides live storage ahead of final assembly, permitting the evening shift production of percolator bodies to accumulate for morning assembly. This conveyor delivers to each of the two parallel assembly lines.

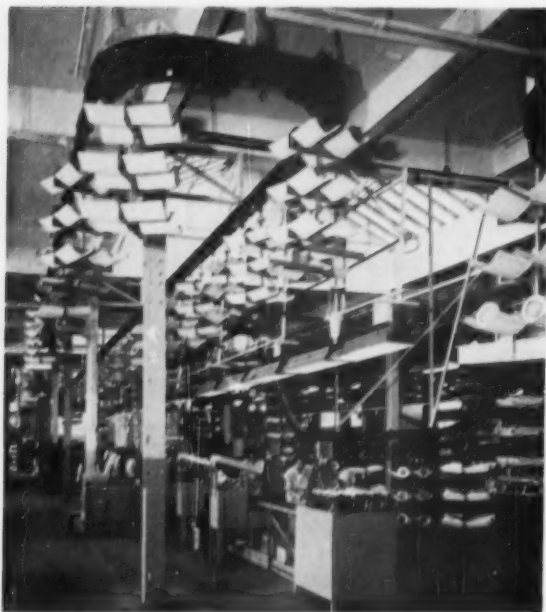
98 Manufacturing Steps

Ninety-eight manufacturing steps are involved in the making of Universal Coffeemakers from the time the coils of copper strip are carried by monorail to the first cut and draw, until cartons of finished percolators are delivered by overhead trolley conveyor to the warehouse on the third floor.

The percolator bodies move through the produc-

tion and assembly operations almost wholly by conveyors, which bring the work within easy reach of the operator. Even the short intermediate transfers provide continuous flow rather than batch handling, by means of flat-roll and slider-belt conveyors.

(Please Turn Page)



Two parallel assembly lines are fed by trolley conveyor which provides storage for percolators in 6-sling carriers



Coffeeemats get covers, final polish, inspection labels, and are packed. Bodies stored on 964-ft conveyor shown

... Automation

(Continued from Preceding Page)

The system is designed to use women wherever possible in the handling of delicate, highly polished materials. About three-quarters of the production and assembly employees are women.

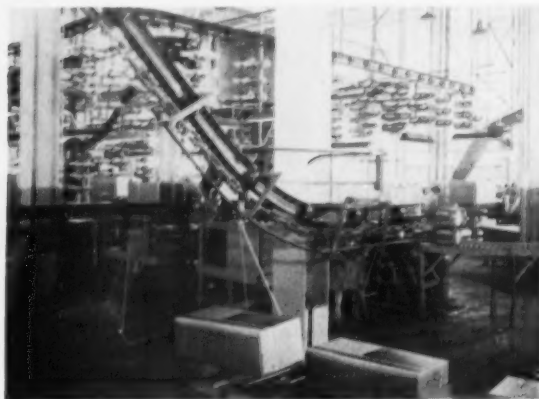
Conveyor Flexibility

The high degree of flexibility of overhead conveyors is well illustrated by their application in the making of these percolators. Their paths are readily adaptable by means of dips, rises and horizontal turns, to carry the work to the desired path from machine to machine, and yet keep it overhead and out of the way, except as needed.

Five of the eight overhead conveyors carry the work in more than one step of production. Conveyor No. 1, for example, carries the percolator bodies at two separate stages of production through a washing machine—before and after the spouts have been added.

The layout is arranged to utilize a large portion of the conveyor runs. The eight overhead conveyors run empty for only about one-fourth of their total length, which cannot be avoided owing to production sequence of operations. This one-fourth loss is better than half accounted for in the return run of conveyor No. 8, which carried packaged percolators to the warehouse on the third floor.

The two slat conveyors used for final assembly have



Cartons are sealed automatically, and conveyed by two-finger carriers to warehouse storage on the third floor



Cartons removed from storage via flat belt conveyors, stenciled, and carried to spiral chute to rail/truck siding

130-ft centers, with slats 12 in. wide on 6-in. centers, mounted on a rivetless chain.

The fixtures on which the percolators rest are on 12-in. centers. The conveyors are built so that they can carry the percolators either upright or upside down.

The smooth, continuous flow of materials through this plant, resulting in high production, pleasant working conditions and gentle handling of work in progress, is proof of the effectiveness of modern straight-line production techniques. •

By George Baker
DA Washington News Editor

UNCLE SAM is playing an increasingly important part in the long overdue move to trim cargo handling costs. A significant step in this direction is being taken by the U. S. Maritime Administration, which is urging shipbuilders and ship operators to look into the adoption of the new, power-operated hatch covers that reduce the average time required for opening and closing ships' hatches by as much as 50 per cent.

Modernized Fleet

Maritime Administration officials are assigned by Congress the task of promoting and fostering a modern, fast, and efficient merchant marine. In addition, the government's shipping experts also must follow instructions from Congress to keep in mind the possibilities of future war or all-out emergency when designing or operating ships. Speed—both at sea and in turn-around time in port—is all important.

Antiquated Handling

Although the passenger and freight-carrying vessels that ply the world's trade routes in these post-war years reflect advanced technology in many ways (such as speed, fuel efficiency and comfort), materials handling experts are continually astonished at the slow-

ness of shipping firms to adopt modern, time-saving equipment for handling ships' cargoes.

Time-honored customs and present-day union regulations, it is claimed, have much to do with the failure of ship owners to seize upon every labor-saving device possible. However, the proven advantages of power-driven handling machinery, plus some encouragement from the Maritime Administration, finally have cleared the way for widespread use of the hatch covers on freight and passenger vessels.

Considered fast in operation and low in maintenance cost, the new

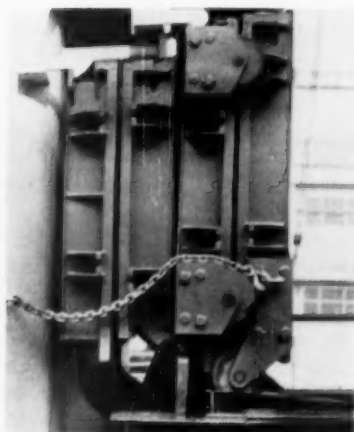
covers in action fold up much like old-fashioned window shutters.

The hatch covers now are standard equipment on all 35 of the Maritime Administration's post-war Mariner-Class freighters. In addition, they are being introduced on a number of ships operated by the Pacific Far East Lines. Another company, the American President Lines, impressed with performance records of the new covers, is planning to install them on certain of its vessels.

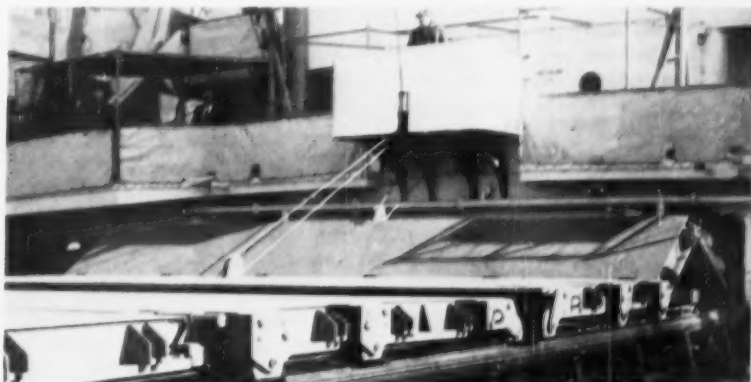
Cost data collected on the performance of the hatch covers show satisfactory results.*

'Down the Hatch' via Powerized Covers

Power-operated hatch covers are claimed to reduce the average time required for opening and closing ships' hatches by as much as 50%

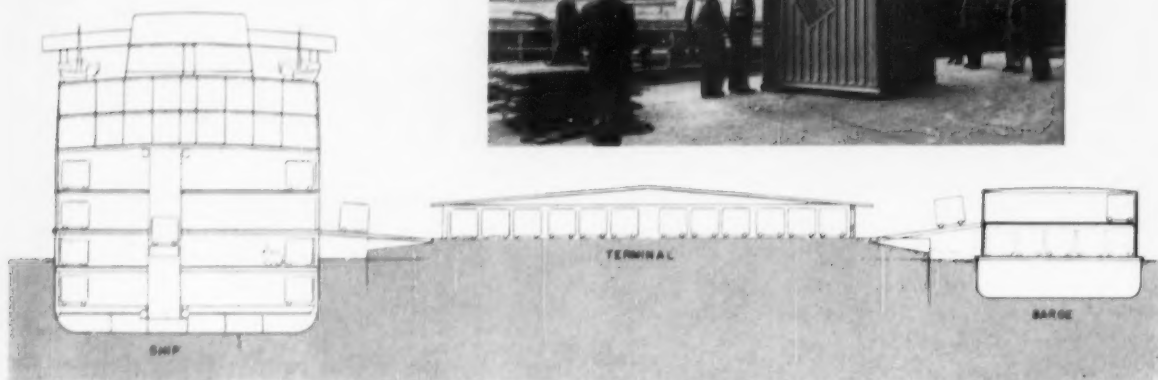
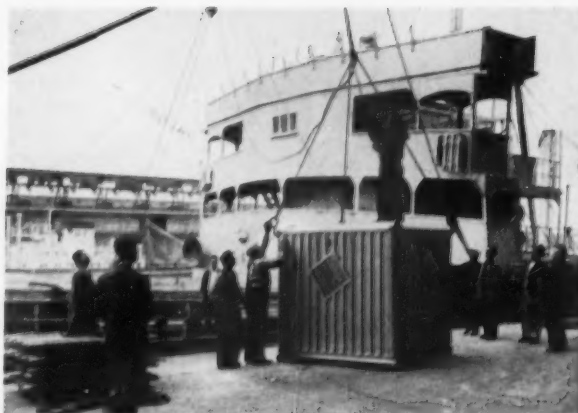


Left: Water-tight hatch covers stow automatically at each end of hatch opening. Below: Steel cover spans hatch width. One half folds forward; the other aft



Right: Steel container being prepared for loading on board ship via conventional gear. Note welded corner rings for crane lift hooks

Below: Ship and shore method of cargo handling with carriages moving through single side port at 40-second intervals, or 1,350 ton an hr



The New Look in Marine

MANY improvements have been made in marine cargo handling gear in recent years, but the ship itself has changed little over the past three decades. Because of this, the actual cargo handling rate has been improved only slightly.

Experienced ship operators concede that the real bottleneck in marine cargo handling lies in manhandling in the hold, rather than in the gear itself. As an example, the rate per gang or pair of booms on a Liberty Ship fitted with steam winches and other antiquated gear compares favorably with the rate on more recent vessels fitted with electric winches.

In an attempt to solve this problem, the shipping industry has developed, in the past few years, a roll-on-roll-off trailer ship and several types of container ships.

One of the more recent, and ap-

Development of roll-on-roll-off trailer ships and container ships is expected to contribute substantially to reduction of turn-around time

By D. Mallet

George C. Sharp, Inc.

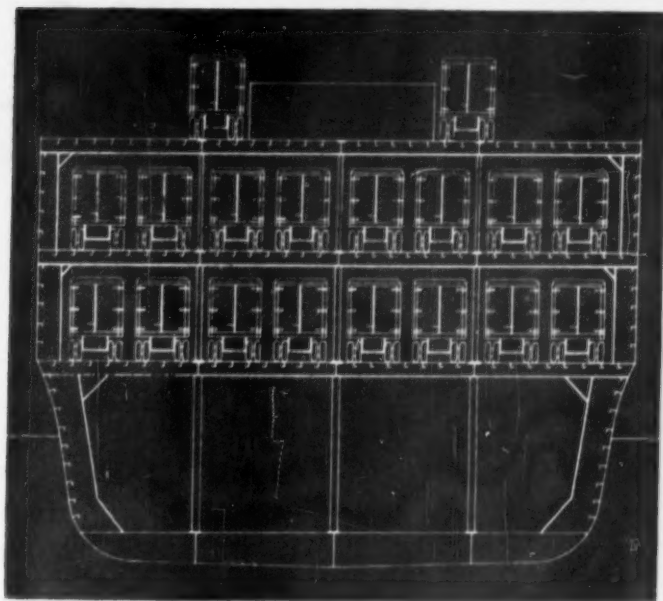
parently more practical, types of ship developed to answer the need for faster cargo handling is the roll-on-roll-off trailer ship. This type, which made its debut in coastwise trade, is said to permit the transport of cargo at roughly one-sixth the cost of a conventional general cargo ship.

This considerable saving is effected through the reduction in handling time. Loaded trailers

simply are driven on and off the ship and spotted in the holds and on the decks in a matter of minutes.

The trailer ships have other advantages. Trailers can accommodate larger units of cargo than conventional containers, and are more flexible from a distribution standpoint. Being self-propelled, the trailers are capable of picking up and delivering cargo at any

Stern cross section of ship designed by Bethlehem Steel Co. for use in transporting fully loaded motor freight trailers in coastal trade



Cargo Handling



Turnpike class, roll-on-roll-off vessel designed by U. S. Maritime Administration. It has 480-ft BP, 19-ft draft, 4,400-ton deadweight

number of widely separated shore points.

As an added advantage, the trailers already exist in large numbers, whereas the steel container is a specialized unit, not in general use as yet outside of the shipping industry.

Early this year the U. S. Maritime Administration made public a new ship design program aimed at replacing ships now in service

in the U. S. Merchant Marine. The program was developed to produce faster ships with a higher stowage factor and with better cargo handling features.

One of the seven suggested designs was the "Turnpike" type, a trailer ship capable of side and end loading. Basic specifications for the "Turnpike" include: 480-ft BP; 19-ft draft; 4,400-ton deadweight; twin screws, and 20-knot

speed (see DA, Sept., 1955, p. 22).

Acceptance of the trailer ship theory is demonstrated by recent Interstate Commerce Commission and U. S. Maritime Administration action. In October Pan-Atlantic Steamship Corp. was granted approval to haul loaded truck-trailers on the strength of its existing ICC operating certificate.

Early last summer Pan-Atlantic had petitioned the Maritime Administration for authority to build seven roll-on-roll-off trailer vessels. The firm proposed turning in seven C-2 vessels to obtain credit for new construction, which was estimated at \$63 million.

In September, mortgage insurance approved by the Maritime Administration helped to start work on five roll-on-roll-off ships. Three companies plan to construct the vessels, at a total cost of approximately \$23.5 million. Transportation Utilities, Inc., New York, N. Y., and Alaska Trainships, Inc., Seattle, Wash., are building two ships each, and TMT Trailer Ferry, Inc., Miami, will build one.

Container Ships

Containers have been in use for some years on conventional general cargo ships, using the ship's booms to hoist the containers in or out of the hold. However, the problem of shifting the containers from the hatch square out to the wings or ends of the hold remains. To overcome this, an especially designed ship with some form of mechanical handling of the containers is needed. Such a vessel would require some modification in container design to attain maximum efficiency in the new cargo handling system.

On a container ship without conventional cargo handling gear the containers are carried on or off the ship and stowed by special tractors. The tractors carry the containers aboard through side ports on the upper 'tween deck level and are taken to the lower decks on elevators. The containers are set in place by the tractors. The containers are secured automatically by their short legs, which engage deck sockets. Manhandling of cargo in the holds is

(Please Turn to Page 74)

By J. Leo Cooke
President
J. Leo Cooke Warehouse Corp.
Jersey City, N. J.

Public or Private?

A key executive of a large manufacturing organization asked a prominent warehouseman for advice. His company was giving serious consideration to the construction of a warehouse and he wanted to know all the pitfalls, problems, and fundamental considerations.

The warehouseman had nothing to gain or lose whether the warehouse was or was not built. As one of the leaders of the warehousing industry, he drew on his wide experience and prepared the following written statement.

We were privileged to see a carbon copy of the warehouseman's correspondence at the time it was prepared. At that time, we sought permission to publish this excellent appraisal of private warehousing considerations but its author considered it confidential and unethical to release until its purposes were served.

Receipt of this permission is hereby acknowledged with appreciation.
—The Editors



So You Want To

Before adopting plans for a private warehousing

THE construction and operation of a company-owned warehouse entails many important factors frequently overlooked by manufacturers because of the erroneous impression that, in effect, it is nothing more than a large, empty room. Usually, it is assumed that there will be little traffic, therefore, little need for such construction considerations as found in production plants, and little need for personnel, utilities and maintenance.

Nothing could be farther from the truth. Only experience will show that the "little need" is a negative factor. There still must be heat, light, water, fuel, ventilation, sanitation, communication, protection, and maintenance. Since most services and supplies decrease in unit cost as their use increases, those in little need, actually can be quite expensive.

The same considerations apply to personnel. While many people may not be required, if there is little flow of goods, a stenographer cannot be used to load and unload trucks or freight cars. Although, if one can be found, she also might serve as telephone operator, receptionist, clerk and bookkeeper. Further, with little need, the cost unit productivity rises disproportionately to that of the main plant.

In the light of these obvious observations, the following specific considerations are offered to guide you in your deliberations as to whether building your own warehouse will be an expense or an investment, a burden or a convenience.

Capital Expenditures

The first consideration is capital outlay. Current material and labor costs require a substantial

capital expenditure to cover the following:

1. Purchase of Land.

A suitable site must be located. Current industrial expansion in active industrial areas has made site location a difficult and expensive problem. Once located, financing must be given consideration.

Financial provisions must include:

- a. Purchase price of land,
- b. Survey fees,
- c. Unpaid assessments,
- d. Land clearing fees,
- e. Removal of unusable buildings,
- f. Laying of roads,
- g. Rail sidings and other trackage,
- h. Driveways, walks, etc.

Provision also must be made in purchasing land for expansion.



Build a Warehouse?

operation, check this 23-point list of problems and pitfalls

2. Buildings.

The cost of the building, whether constructed by the company or purchased, should include all permanent expenditures; including fees to architects and engineers. It also should include such construction costs as:

- a. Excavation,
- b. Foundation,
- c. Grading,
- d. Electrical system,
- e. Sprinkler system,
- f. Heating system,
- g. Ventilating system,
- h. Alarm system,
- i. Air conditioning,
- j. Telephone system,
- k. Locker rooms,
- l. Inter-communications.

If an existing building is purchased, consideration must be given to all necessary alterations and improvements. The cost of

these improvements must be added to the cost of the building.

In conjunction with the substantial cash outlay required, it should be noted that the end result would be a specialty building. If this structure were to be offered for sale at a later date, a buyer would have to be found whose needs required a building of this exact type to recover any amount approximating the cost.

At this point, it also should be noted that in building or purchasing a warehouse, consideration must be given to peak load requirements. At times of other than peak loads costly space would be standing idle. This results in increasing the unit cost of items handled.

3. Warehouse Equipment.

Consideration must be given to the purchase of warehouse equip-

ment, not only the quantity and quality, but the kind necessary for the economical operation of the warehousing unit. A permanent record would have to be maintained of the equipment purchased. This specialized equipment would include:

- a. Fork-lift equipment,
- b. Hand trucks,
- c. Roller and power conveyors,
- d. Pallets, regular and box type,
- e. Racks and bins,
- f. Other handling equipment.

4. Warehouse Supplies.

In order that a warehouse functions properly, it is necessary that certain supplies be made available at all times. You are confronted with the problem of purchasing and paying for these supplies, and maintaining records to insure that these supplies are being used advantageously.

5. Labor.

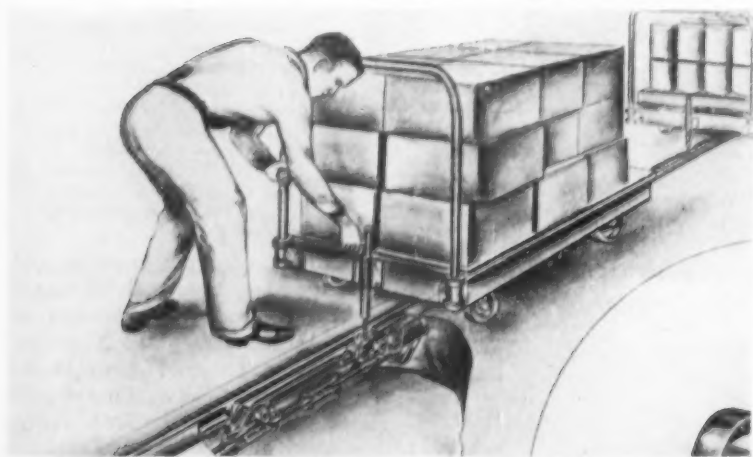
One of the most important requisites of an efficient, economical warehouse operation is the ade-

(Please Turn to Page 70)



View of terminal floor. Trucks are numbered for out-bound grouping. Two million pounds are handled daily

Phantom sketch showing chain, trolleys, and track below floor. Operator engages or disengages truck by slip pin



Four-wheel trucks used in in-floor truck-dragging system have 30-x12-in. platform, can be used for floating storage



Handling

From the files of



HANDLING costs have been cut 35 per cent at the Dallas, Tex., terminal of Central Freight Lines, Inc., through installation of an integrated, fully mechanized freight handling system. The new plan is centered around an in-floor truck-dragging conveyor and a fleet of conventional fork trucks.

Mounting operational costs under the old system, and the Texas drive for industrial expansion, dictated the firm's need for a new and modern terminal. A complete study of all problems was made before the new terminal was designed. Results of the study showed that best results could be expected from a fully integrated handling system.

2 Million lb Daily

Approximately two million pounds of freight cross the Central dock in each 24-hour period. Under the old system, trucks usually were tied up at the loading dock until 1 o'clock in the morning. The high handling and re-handling incident, in addition to slowing the loading pattern, increased the possibility of loss and damage.

Central's problem was further complicated through the abnormally high ratio of small packages and small shipments handled. Central serves 450 towns, with 45 per cent of its tonnage going into towns with populations of less than 5,000.

Costs Cut 35% by Integration

In addition to the 35 per cent cut in handling costs, mechanization in this motor freight terminal has resulted in increased revenue-miles from line equipment, and has effected a 25 per cent reduction in damage claims

The solution involved several types of equipment. The main feature of the system is the in-floor drag line conveyor, which tows four-wheel warehouse trucks. Each truck is fitted with a vertically mounted slip pin for manually engaging with a pusher trolley in the drag line. Any one or more of the warehouse trucks is easily disengaged for manual movement into the delivery trucks or into float storage areas to await make-up of complete outbound loads.

Truck Construction

The warehouse trucks have a 30x42-in. platform, and include a slat type rack at one end. This rack acts as a loading brace, protects the conveyor pin, and serves as the push handle for manual movement. Trucks are equipped with two swivel and two rigid casters with 6-in. diameter wheels. The casters have sealed construction with double ball bearings and feature a vulcanized resilient rubber tread.

Rider type counter-balance fork lift trucks complete the equipment cycle in the system. They are used to mechanically handle heavy, bulky and outsize freight.

Tangible gains provided by the new system include:

1. Handling costs have been cut 35 per cent.
2. Many more miles of revenue from line equipment result from

faster handling. Central is able to get the last trucks out between 9 and 10 pm, and often earlier. Previous last-out time was 1 am. The new system also provides better coordination with other terminals.

3. Damage claims have been reduced 25 per cent.

4. The dock is operated through slack hours with a minimum operating force by allowing freight to accumulate in storage bays.

5. Stripping is speeded as empties always are available from the moving line. Strippers no longer waste time waiting or hunting for equipment.

6. Almost all dock travel is done without manual power.

7. The flexibility permits freight handlers to perform several duties.

8. Shipments are placed on individual warehouse trucks where possible. When additional trucks are required, simple coding on a blackboard attached to the truck states the number of trucks in each consignment, as well as a numeral to locate storage space.

9. Maximum visual loading of line equipment is achieved by holding fragile freight in storage bays to be put on top of the load or in a proper place in the trailer. This also has cut damages substantially.

10. Astray freight is reduced by the stripper checking the freight off the pick-up truck against the bill of lading which goes with the warehouse truck. The loader again

checks the freight on the outbound trailer from this bill of lading.

11. Improved safety and employee morale have been gained from an organized handling pattern, smooth, quiet operation, and clean working areas.

Limited Down-Time

In more than two years, no in or outbound operation was performed without the truck-dragging system. The longest down-time was 45 minutes. A complete breakdown would cause a slowdown, but freight can always be handled by manual operation of the trucks.

For others planning to improve on existing freight handling systems or install new systems, Central management offers these suggestions:

1. Determine objectives after planning the course. Stay with the system to make sure that everyone understands the operation.

2. Make a careful study of the complete freight handling pattern.

3. If possible, install a concrete dock floor.

4. Make certain that the conveyor line is located far enough from the dock edge to allow freedom of movement. This distance is determined by the length of the warehouse truck and the type of freight handled. (At Central Freight Lines this distance was set at 13 ft.)*

Outrigger-type, high-lift fork truck straddles tow-line cart while it is in motion, lifting the complete pallet load for storage on top of the warehouse bin area



Planned Distribution Permits Controlled Production

A new 549,000-sq ft distribution center, featuring straight-line flow of products, has helped Eastman Kodak eliminate the problems of peaks and valleys common to seasonal production

EASTMAN KODAK CO., in company with most large manufacturers in this age of expanding sales and increased production, has experienced major problems in physical distribution, including materials handling, warehousing, and shipping and receiving.

Kodak found an answer to most of the problems in the construction of a new distribution center on

a 13½ acre tract in Rochester, N. Y., near the firm's Kodak Park Works. The center consists of several large buildings integrated into one.

The first unit was started in 1947. Later three large additions were made, the latest of which, completed last year, added 65,000 sq ft of floor space.

Facilities in the new center permit the company to continue and improve on its policy of spreading

production evenly throughout the year. It has helped eliminate the peaks and valleys of seasonal demands, promoting efficiency through the retention of a level work force and work schedule on a year-'round basis.

The new center includes a total of 463,000 sq ft of floor space on the first floor, and 86,000 sq ft available for office space, a cafeteria, and other employee facilities on the second floor. The building was constructed of reinforced concrete at a cost of approximately \$5 million.

This huge installation is tailor-made, all angles having been thoroughly studied and planned even before it reached the drawing board stage. Part of the pre-planning included the visits, of management committees, to other large manufacturers who had set up extensive distribution facilities. From these visits, many valuable points were learned, and certain lay-out and construction mistakes were avoided before they became reality.

The Problem

The main problem under the old system was one of scattered storage. Products from the Camera Works and from Hawk-Eye, for example, were warehoused in the Kodak office building. Kodak Park products were stored in 18 different busy Kodak Park areas and several makeshift areas. This shotgun vpe storage required multiple handlings of the same product, complicated clerical operations, and created an involved and wasteful transportation system.

With centralized distribution, most of these problems have disappeared. The new center handles 180 million lb each year, including more than 30,000 different items. It employs 500 workers, including sizeable planning and estimating departments and related clerical sections.

Straight-Line Flow

Materials handling facilities and lay-out were set up to offer a straight-line flow of products. This system makes full use of the large bay and high ceiling warehouse space, with a minimum of manual handling.

One important feature of the new center is a 3,200 ft in-floor truck-dragging system. It consists of an endless, power-driven chain which runs under the floor and to which light, four-wheel trucks may be attached or detached by means of pins. Loads, both in-coming and out-going, are placed on the trucks and sent along the line, a flag on each truck telling where it is to be removed. The tow-line operates without interruption at the rate of 80 fpm.

Finished products are placed on pallets and are trucked to the center from their various manufacturing areas. The pallets are placed on the small tow-line trucks, with 1,500 lb of packed cases allowed for each. These move along the line to a special destination in the warehouse, where they are removed from the trucks by a fork-lift truck and placed in a planned section of the warehouse. Kodak

(Please Turn to Page 85)



Four-wheel carts loaded with palletized goods are towed along by this in-floor truck-drag system at rate of 80 fpm



Small pallet loads and less-than-pallet loads are stacked in a pallet rack area in order to utilize vertical space

Full pallet loads are stacked three- and four-high by high-lift truck in temperature and humidity controlled space





PRODUCTS

... FOR FURTHER INFORMATION

Pallet/Skid Handling

A new light-weight hand pallet truck with skid adapter recently has been introduced by **Raymond**. The superstructure raises out of the way when the load is on pal-



lets, and lowers into position when handling skids. This hydraulic truck has a capacity of 2,000 lb. and is equipped with foot pedals for lifting and lowering loads. It is constructed of aluminum alloy, is highly maneuverable and easy to pull.

Circle 31 on Card Facing Page 49

Safe Footing Material

Bustin announces the development of a new, safe footing mate-



rial for application on transportation equipment. Safe footing is

claimed on running boards, 5th wheel dock boards, etc. Slippery conditions due to grease and ice coatings are said to be eliminated by the use of the material.

Circle 32 on Card Facing Page 49

COE Truck Tractor

A new cab-over-engine truck tractor, designed to guarantee the greatest possible payloads within legal limits, is announced by **Reo**. The Super V-63 tractor measures 63 in. from the front of the bumper to the back of the cab, and can pull a 35-ft square-nose



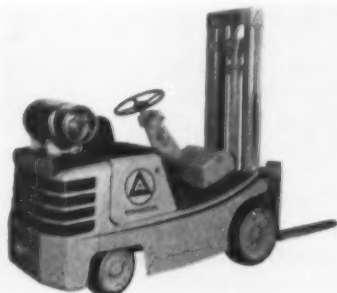
trailer within a 45-ft overall limit, even when equipped with a full-size sleeping bunker. Two V-8 engines are available in gas or LP-Gas models. Features include 360 deg visibility, shorter turning radius and power steering. The new tractor is available with all standard wheel bases.

Circle 33 on Card Facing Page 49

LP-Gas Equipped

The gas-electric **Dynamotive** fork lift truck, built by **Automatic**, features a new LP-Gas engine, allowing it to operate on either propane or butane gas. The company offers this feature on the Dyna-

motive which is available in capacities of 4,000 to 10,000 lb. It is



claimed that because of the operation of LP-Gas, engine life in many instances has been doubled.

Circle 34 on Card Facing Page 49

Paperwork Modernization

The installation of the electric automatic line finder, introduced by **Standard Register**, on any type electric typewriter or bookkeeping machine, makes it possible to instantaneously advance the unused area of a form to the next line of typing in one continuous motion,



simply by the touch—or automatic operation—of a key. The machines control all vertical spacing on any particular form. When in simultaneous operation with other machines, using the same coded tapes or cards, it is possible to type a variety of forms through the use of differently programmed discs on the respective machines.

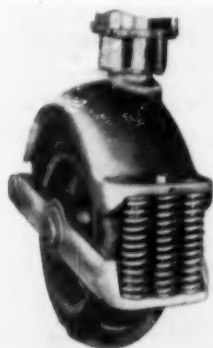
Circle 35 on Card Facing Page 49

and EQUIPMENT

PLEASE USE THE READERS' SERVICE CARD • • PAGE 49

Spring Suspension

Lamson Mobilift announces the addition of coil springs to the rear suspension system. These springs absorb all the shock of the truck rolling on cushion-type solid tires over a hard surface. The sus-

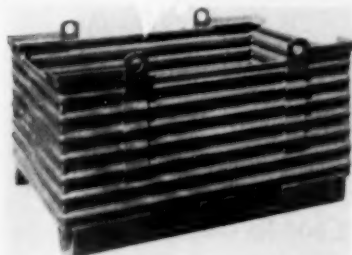


pension is accomplished by having an axle mounted in a cast yoke, which is pivoted in front on a bearing and carries three springs in the rear. The system is claimed to increase tire life, as well as reduce operator fatigue.

Circle 36 on Card Facing Page 49

Skid Box

Safety corners, reinforced rolled edges, and lapped seams which replace butt welds, are features of



the new corrugated all-steel skid box developed by Palmer-Shile. Capacity is increased by the addition of square corners.

Circle 37 on Card Facing Page 49

Light-weight Hand Truck

A reduction of 25 per cent in the manual efforts required for hydraulic, hand lift truck pallet handling operations, is claimed to have been accomplished by Yale & Towne, with the introduction of its new, light-weight, Model A hand truck. The truck lifts a pallet 4 in. from the ground with nine foot-pedal strokes. It can be built to handle standard pallets of 30 to 72 in. in 6-in. increments. Standard overall fork widths are 24, 27, and 30 in.

Circle 38 on Card Facing Page 49

Lubrication Process

A new permanent and dry lubrication process called Usenco-Lube, now is available for application to all metallic surfaces, according to U. S. Engineering. The method impregnates and film-coats any metallic surface and leaves no surface build-up. Oxidation, corrosion, and friction are claimed to be greatly reduced, and sticking is prevented. Effective lubrication is provided at temperatures ranging from 30 deg below zero to 800 deg F.

Circle 39 on Card Facing Page 49

New Gasoline and Diesel Tractor Line by White



The White 9,000 line, now is in production in both gasoline and diesel models. This series of tractors is designed to secure maximum advantage in providing maximum 'L' dimension for total gross vehicle weight, heavy loadings on the front axle, and a 90-in. dimension from the front of bumper to back of cab. The company now offers, in addition to the diesel, a

choice of four new Mustang gasoline engines with ratings of 145, 160, 190, and 215 hp. Front axle, springs, steering gear and frame are engineered to handle loading up to 11,500 lb with complete safety. The 90-in. dimension with the short wheelbase and foreshortened front end of the tractor provide complete interchangeability. (Please Turn Page)

DA NEW PRODUCTS and EQUIPMENT

CONTINUED FROM PREVIOUS PAGE

ity, maneuverability and flexibility, as well as maximum payload cubage with the overall length limits.

Circle 40 on Card Facing Page 49

Walkie-Type Truck

Available from Lewis-Shepard is a narrow walkie electric truck for handling tin plate pallets and skid platforms. The new JackLift truck is made in capacities of

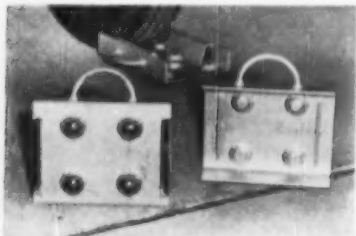


4,000 to 6,000 lb, and has an outside fork width of 16 in. (4,000 lb) and 17 in. (6,000 lb). The truck has a lowered height of 3 1/4 in. and an electro-hydraulic lift of 4 in.

Circle 41 on Card Facing Page 49

Car-and-Weight Mover

When placed under the wheels of vehicles, or under the sides of



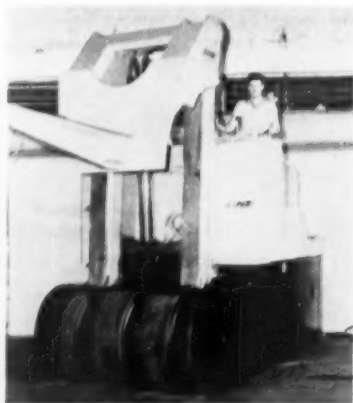
large cases, the mover enables such cargo to be easily maneuvered on deck or in a ship's hold. It is

claimed to simplify the stowage of vehicles and cases in close quarters, and eliminate the need for drag wires and other rigging formerly required. The portable mover, presented by **Grace Line**, is made in a variety of sizes and requires no lubrication.

Circle 42 on Card Facing Page 49

Ram Trucks

A new series of ram trucks, with capacities from 20,000 to 80,000 lb, has been introduced by **Elwell-Parker**. Features of the Elpar R-Series include dual power



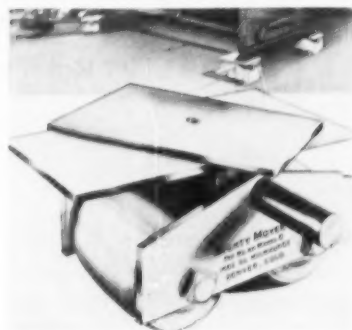
with separate drive motors and reduction units for each pair of drive wheels, power steering, dead-man control, caster-steering axles, and ease of maintenance.

Circle 43 on Card Facing Page 49

Moving Dolly

The Mighty Mover dollies, in sets of four, are claimed to replace pipe, skids, winches and cables used to move heavy equipment, according to **Acorn**. Machinery to be moved is raised with a mover's jack or fork lift, the dollies bolted to the feet, and equipment easily pushed or moved with

a pry bar. Each mover has two 4-in. roller-bearing cast iron wheels, steel side plates, and a top

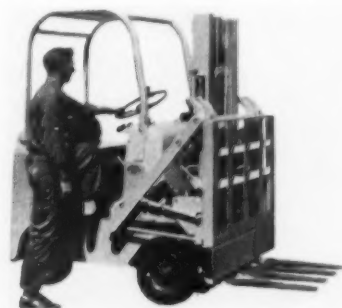


swivel plate which has a standard 1/2-in. threaded hole to which machinery is bolted. A set will carry 90 tons.

Circle 44 on Card Facing Page 49

Fork Truck Features

No gear-shifting delays and dependable performance under all types of operating conditions, are advantages claimed regarding the new **TowmoTorque** automatic transmission, manufactured by **Towmotor**. The correct torque is



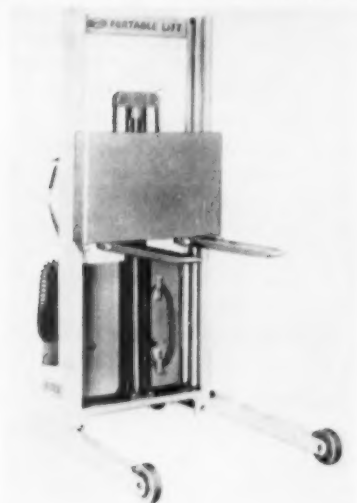
supplied to the truck's drive wheels, as required by changing operating conditions. With the unloader attachment, mechanical unloading and placing of both palletized and non-palletized loads from the lift truck is made possible through the use of equalized hydraulic power, eliminating the need for any manual handling.

Circle 45 on Card Facing Page 49

2,000-lb Capacity

A multi-purpose, manually propelled, hand or battery-powered hydraulic lift has been introduced as part of a complete new line by **Oster**. The carrier is designed to provide four carriers in one: a

platform truck, a straddle fork truck, a portable elevator, and a

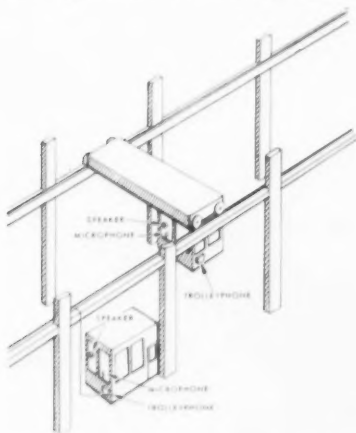


shop crane. Features include adjustable legs, adjustable forks, and remote control.

Circle 46 on Card Facing Page 49

Two-Way Conversation

Femco has announced an improved Trolleyphone system for industrial applications such as between crane cab and floor station. The system provides two-way conversation between fixed stations and operators of moving equip-



ment, or between operators of two or more units of moving machinery, without the conventional wiring of a permanent telephone system. The units operate on frequency modulated carrier current and derive their energy from existing trolley wires or plant power lines.

Circle 47 on Card Facing Page 49

Autocar Presents New Truck/Tractor Series



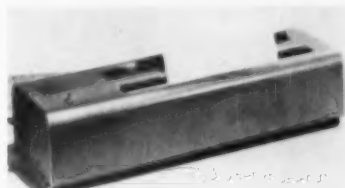
Circle 48 on Card Facing Page 49

Covering a broader range of applications and featuring increased load capacities, Autocar recently announced a new series of trucks and tractors. The All-American line includes gasoline and diesel models in either standard or light-weight aluminum and a complete new series of off-highway trucks. A wider variety of power transmission and axle options are being made available, and increased rat-

ings and greater flexibility are provided on extra-heavy-duty highway models. The dimension from the bumper to the back of the sleeper cab has been reduced to 128½ in. Another addition is a new SRDD 44,000-lb, heavy-duty tandem axle, with an inter-axle differential with manually controlled lockout for positive traction, and straight-line drive for smoother power transmission.

Photocopy Processor

Peerless has redesigned its Dri-Stat transfer-process photocopy processor into a more compact, easier-to-service unit. By relocating internal elements, wasted space has been eliminated. The



new DP-IB processor will still process copies up to 14 in. in width. A safety switch automatically breaks the electrical circuit whenever the cabinet is raised. The solution tray, rollers, and motor-driven mechanism, all are conveniently reached.

Circle 49 on Card Facing Page 49

Portable Dock Plate

A new, portable aluminum dock-loading plate that weighs about one-third as much as conventional steel plates, yet will bear loads up to 12,000 lb, under normal operations, now is being offered by



Langsenkamp. The plate weighs 58 lb, and measures 24 x 48 in. Slipping and sliding are claimed to be eliminated by two built-in stop angles, and the plate is shaped to accommodate height differences.

Circle 50 on Card Facing Page 49

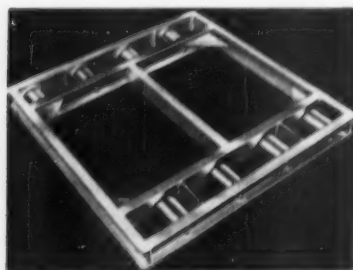
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DA NEW PRODUCTS and EQUIPMENT

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Pallet Dolly

A light-weight pallet dolly has been announced by Magline. Of all-magnesium construction, these dollies, (31 to 42 lb, depending on size), provide maximum strength



at minimum weight, according to the manufacturer. The dollies are available in six standard sizes, and in capacities of 2,000 to 4,000 lb. Roller spacing may be even, or staggered, as required.

Circle 51 on Card Facing Page 49

Tough Tape

Tapebinder, a new filament-reinforced, pressure-sensitive tape, has been added to the steel strapping and wire line of A. J. Gerard. The tape is available in 1/2-,



3/4-, and 1-in. rolls individually boxed and in bulk. Glass filaments impregnated in a rubber base primer give the tape its strength. Portable and heavy-duty tape dispensers also are available.

Circle 52 on Card Facing Page 49

Truck Line Placed in Production by Mack



This new Mack truck series will include 11 models, all having large section heat-treated alloy steel frames which are double-channeled from end to end. On long wheelbases, heavy fishplating is available where required. All have

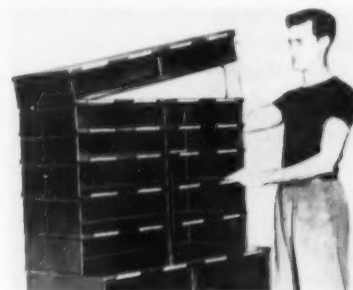
exposed radiators with bolted top and bottom tanks and extra strength flat-top fenders which can be used as working platforms. Features of the B-80 line include: gasoline or diesel engines ranging from 170 to 300 hp, as well as the

Thermodyne turbo-charged diesel engine with a 205-hp rating. A wide choice of wheelbases and gear ratios, including transmissions five to the new 20-speed Quadruplex, as well as five-speed transmissions coupled with three-speed auxiliaries. Four-wheel models carry gross vehicle weight ratings of 46,000 lb, while the six-wheelers are listed at 55,000 and 65,000 lb, depending on the size of the bogie used. Special optional equipment also is available.

Circle 53 on Card Facing Page 49

Stacking Shelves

Sectional stackshelves, individual shelf units that stack and interlock without tools and bolts, have been presented by Stackbin. Individual shelves can be made in



a variety of depths and heights. Widths are standard 37 in. so that units can be stacked to meet requirements. The stackshelves, which can be stacked one on top of the other, have closed backs and can be furnished with dividers.

Circle 54 on Card Facing Page 49

Adjustable Ramp

A hydraulically-operated, 20,000-lb-capacity loading ramp, which can be installed recessed, partially



recessed or in front of the dock as an actual ramp, has been developed by Rowe. The ramp, Model 4 M.F., provides instant raising or lowering from a push-button con-

trol, and features manual floating which automatically compensates for spring deflection of the truck bed during the freight transfer. The unit is available with stationary or retractable arms.

Circle 55 on Card Facing Page 49

Cargo Tie-Down

A new cargo-fastening device, recently has been manufactured by **Eastern**. Tie-down hooks are fastened to attachment points on



the truck, and the free end of the webbing is threaded through the toggle buckle assembly and pulled up. The strap is tensioned and locked by swinging the toggle over and securing it by snapping the lock over it.

Circle 56 on Card Facing Page 49

Processing System

A new mechanized waybill receipting system is claimed to move drivers in and out of terminals in record time. The **Cummins** Perforator automatically perforates



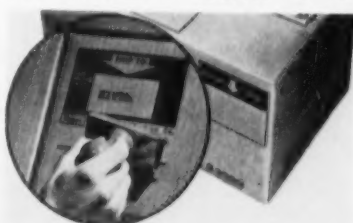
receiving information on waybills, and punches receipting information in up to 20 copies at once, eliminating initialing and hand stamping of waybill copies. The machine marks company identification, date, etc., on several sets

of the original freight bill and all duplicates, in one operation, effecting a reduction in routine paper work.

Circle 57 on Card Facing Page 49

Addressing System

A shipment addressing system, developed by **Weber**, consists of a ship-to label frame printed on the shipping cartons at the time they are made up by the manufacturer. The customer's address is im-

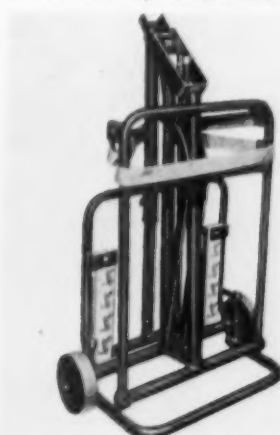


printed on the cartons without the label frames with a small hand-printer and a paper stencil which has been prepared on a typewriter. The Label-Frame system is claimed to eliminate the need for labels, as well as assuring easy identification.

Circle 58 on Card Facing Page 49

Elevating Hand Truck

A new, two-wheel hand truck, with a platform that can be raised 43 in. above the floor, recently was announced by **Fairbanks**. Espe-



cially designed for the delivery, installation and servicing of appliances, the truck, No. A-2, folds into a package 32½ x 22½ x 13 in. The truck weighs 49 lb and can be easily carried by one man.

Circle 59 on Card Facing Page 49

Dual Controls

The completely hydraulic, three-wheel tow truck, presented by **Tow-Bear**, now is equipped with

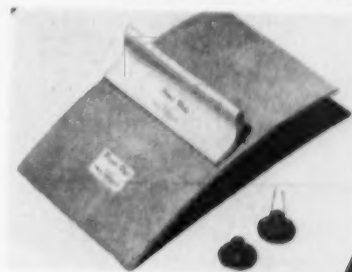


dual controls which allow the operator to start or stop the machine while walking on either side, as well as when riding.

Circle 60 on Card Facing Page 49

Conveyor Attachment

Easily attached to any belt by means of molded rubber rivets, the new rubber cleats developed by **Holz** are claimed to offer a solu-



tion to the problem of conveying loads up steep inclines. Molded rubber rivets are dunked in adhesive and pulled through holes punched in the belt.

Circle 61 on Card Facing Page 49

Power-Lift Gate

A new, hydraulically-operated end gate, rated at 2,500 lb lifting capacity, and suited for all trucks with capacities of 1½ tons and over, with maximum floor heights of 56 in., has been announced by **Perfection**. The gate, Model 25, is hydraulic-operated from truck transmission P.T.O. An adjustable platform screw compensates for any possible sagging and keeps platform level. Platforms come in four standard sizes, with a choice of either ramping or level-rise units.

Circle 62 on Card Facing Page 49

**FREE**

LITERATURE

Cost Investigation

A four-page folder, entitled, "How to Figure Your Industrial Truck Costs," now is available from **Elwell-Parker**. This literature covers two important phases of cost investigation: the cost of truck ownership, and truck operation. Information is offered on methods for lowering operating costs.

Circle 63 on Card Facing Page 49

Packaging and Handling

Acme Steel recently issued a brochure describing the various packaging and handling methods that now are in practice, or are being considered by many manufacturers of brick. The fundamental methods described also can be applied to other ceramic products. Mechanized handling, based on steel strapped brick packages and new types of materials handling equipment, is claimed to have reduced costs, increased efficiency and minimized manual effort.

Circle 64 on Card Facing Page 49

Carloading Check Chart

Signode Steel offers a carloading check chart for anchored loads. It is designed for shipping room and loading dock personnel. This wall chart includes instructions for preparing the car, wrapping anchor plates, draping the car, bulkhead construction, and use of strapping tools.

Circle 65 on Card Facing Page 49

Internal Telephones

How a company uses an internal, company-owned telephone system, to economically reduce paperwork and speed operations, is described in a four-page illustrated brochure prepared by **Automatic Electric**.

Circle 66 on Card Facing Page 49

Automatic Dockboard

Bulletin D-153, illustrates and describes the features of the **HI-LO** automatic dockboard, manufactured by **Kelley**. Counterbalanced operation and application information also are included.

Circle 67 on Card Facing Page 49

Integrated Palletization

White Motor has released a new booklet entitled, "Lower Delivery Cost Per Case By Integrating Palletization With the White 3000." Engineering data, pallet plans, case capacities, low-bed units, transport service, and king-size palletization, are described.

Circle 68 on Card Facing Page 49

Merchant Fleet

Facts and figures relating to the importance of establishing and maintaining a strong, dependable United States merchant marine, are presented in a bulletin entitled, "Maritime Affairs," recently released by **American Steamship Lines**.

Circle 69 on Card Facing Page 49

Air Cargo Information

The Port of New York Authority recently announced the establishment of an information service to shippers of air cargo to parallel the port promotion service previously made available to shippers of waterborne, rail and truck freight. The air cargo information will assist shippers moving goods between the New Jersey-New York port district and world-wide overseas areas.

Circle 70 on Card Facing Page 49

Handling Techniques

Studies of handling techniques in various industries, illustrations of unusual uses of fork trucks, and descriptions of new equipment, are contained in a recent issue of "Material Handling News," published by **Clark Equipment**.

Circle 71 on Card Facing Page 49

Iron Surfaced Floors

It is claimed, in a release by **Flex-rock**, that **Metal-Flex** will form a nonporous, dust-free, and corrosion-resistant floor, as well as extend the life of the floor indefinitely. The material withstands rapid changes in temperature, and is said to be oil and grease resistant.

Circle 72 on Card Facing Page 49

Accident Report

The larger accident experience on antiquated elevators which fail to meet modern safety standards, and the need for adequate safety codes and their strict enforcement throughout the country, are emphasized in a report on vertical transportation accidents, recently released by **Otis**.

Circle 73 on Card Facing Page 49

Package Testing

A booklet entitled, "How to Test Corrugated Boxes," recently has been issued by **Hinde & Dauch**. The 24-page booklet offers a comprehensive check-list by which to judge the protective qualities and general efficiency of specific boxes. Individual checks to which boxes normally are subjected, are described and illustrated in detail. Testing terminology is fully defined.

Circle 74 on Card Facing Page 49

Fastening Tools

Some 50 fastening tools are described and illustrated in a new shipping room booklet, recently published by **Bostitch**. The two-color, 8-page booklet lists 20 shipping room fastening jobs, and shows the staplers and wire stitching machines best suited to perform them.

Circle 75 on Card Facing Page 49

Airline Data

A look at the planning, maintenance and teamwork which contribute to scheduled airline dependability, is presented in a new color brochure by **United**. Illustrated with photographs and drawings, "Cleared for Take-Off" describes how the functions of men and machines are joined in present-day airline operations.

Circle 76 on Card Facing Page 49

Printed Tape Line

New literature, describing **Labelon's** new and improved write-on-it tape, including applications, plus the complete line of printed tapes, has been announced by the company. Low cost is a claimed feature of the tapes.

Circle 77 on Card Facing Page 49

Conveyor Applications

Bulletin No. 88, recently published by **Standard Conveyor**, describes and illustrates how conveyors, properly applied, are reducing handling costs in stores and warehouses.

Circle 78 on Card Facing Page 49

Package Cushioning

A new package cushioning booklet entitled, "Texlite Absorbs Shock," recently has been released by **B. F. Goodrich**. Problems of package cushioning, and facts of importance to the packaging engineer such as traits of rubberized hair, deflection curves, drop height, and formulas, are presented.

Circle 79 on Card Facing Page 49

Modern Storage

A 4-page booklet, entitled, "What You Should Know About Safe Storage," gives storage facts and explains what storage really means today. The variety of storage accommodations available and how to utilize them, also are revealed, in this booklet prepared by **Santini**.

Circle 80 on Card Facing Page 49

Air-Operated Palletizer

This booklet, published by **Alvey**, describes a new type of stacker which handles bags, bales, cartons and blocks. The release shows how the machine stacks uniform patterns in a way that is claimed to save time and labor.

Circle 81 on Card Facing Page 49

Stencil Inks

A combination folder and color card, describing the complete line of **Reynolds** stencil inks that spray on—claimed to eliminate leaky, fountain brushes and ball pots—and showing the colors in which these inks are available, recently has been released.

Circle 82 on Card Facing Page 49

Transport Trailers

Fruehauf, recently issued a 4-page brochure, dealing with the advantages of aluminum tank trailers, describing the structure and emphasizing the high ratio of payload to weight.

Circle 83 on Card Facing Page 49

New Packing Line

A bulletin, describing the complete range of grades and types of pure gum and synthetic rubber sheet packing for every industrial application, as well as engineering service, recently has been issued, and is available from **Quality**.

Circle 84 on Card Facing Page 49

Lift Truck Series

A 4-color folder which describes in detail, the **KGA51** series of industrial lift trucks with **Yale** torque transmission, has been introduced by the company. Truck capacities range from 3,000 to 8,000 lb, and can be powered with gasoline, diesel, or LP-Gas engines.

Circle 85 on Card Facing Page 49

Walkie Type Truck

A 4-page circular describing short-coupled **JackLift** electric truck, is available from **Lewis-Shepard**. Claimed to be the shortest walkie electric pallet truck on the market—only 25% in. longer than the fork length—it is fully described with photographs, drawings, and specifications.

Circle 86 on Card Facing Page 49

Increased Capacity

The many advantages of the electric **Reach Fork** truck have been brought to more users by the development of a new, heavy duty model that will reach out and pick up or deposit 3,000-lb loads. A bulletin, distributed by **Raymond**, describes features and specifications, as well as actual on-the-job operation.

Circle 87 on Card Facing Page 49

Industrial V-8 Engine

The 3-color, 8-page bulletin uses pictures, charts, drawings, and diagrams to illustrate the advance design, performance, and economy of **Le Roi's** new, industrial H540 and H844, V-8 engines, which operate on gasoline, natural gas, or LP Gas. Applications, specifications, and optional equipment, also are included.

Circle 88 on Card Facing Page 49

BOOKS

Interstate Highway System

A supplementary edition to the U. S. Dept. of Commerce publication entitled, "National System of Interstate Highways," now is available. The book includes general locations of routes of the interstate highways system, as well as additional routes into, through, and around urban areas, submitted by the several state highway departments, as adjusted and approved as of September 15, 1955. The names of states, as well as cities within each state, are arranged alphabetically in the map index section. **Superintendent of Documents, U. S. Government Printing Office, Washington, 25, D. C. 55c.**

For prompt service, use postage - free postcard provided to obtain **FREE LITERATURE** and **NEW PRODUCT** information described in this issue. All material is **FREE** unless otherwise noted.

Rail Car Equipment

Two catalogs, containing descriptive material regarding a car spotter and a dock-type car icer, recently have been released by **Link-Belt**. The car spotter book, No. 2092, contains engineering information, instructions for calculating rope pulls and typical layouts. The car icer folder, No. 2643, includes drawings, specifications, and a complete description of components of the Model 55.

Circle 89 on Card Facing Page 49

Storage Shelters

Yard-Stor, manufacturers of the portable sectional metal storage shelter that tilts, telescopes, and slides apart for easy access, announces its new line, and a rental plan for emergency and temporary uses to be offered through local crane and fork truck rental services.

Circle 90 on Card Facing Page 49

Industrial Truck Line

A new catalog sheet, illustrating and describing its complete line of power industrial truck, now is available from **Elwell-Parker**. The literature also presents a complete line of truck attachments, as well as the special engineering service through which are designed special trucks or modifications of standard models.

Circle 91 on Card Facing Page 49

Case Histories

A series of case histories, which show how various companies have solved difficult materials handling problems, is contained in a recent issue of "Handling Materials Illustrated," published by **Towmotor**.

Circle 92 on Card Facing Page 49

Port Information

A pictorial brochure, recently published by the **Port of Palm Beach**, puts direct and specific emphasis on the Port's immediate availability of roll-on, roll-off facilities. Transportation data and materials handling operations also are illustrated and described.

Circle 93 on Card Facing Page 49

Plant Responsibility in Traffic Management

IN 1923, what then was the American Chain Co., Bridgeport, Conn., had no real concept of traffic management as we know it today—like many organizations of that time. There was a man who handled traffic in a limited way; in that he quoted rates out of a few tariffs he had on hand or obtained from the carriers, did some expediting, and obtained some train reservations.

At that time most of the company's products were sold prepaid and some on a basis of freight equalization with the nearest competitor. Strange as it may seem today, freight bills were assumed to be correct at whatever rate the carriers may have applied.

During the course of the following years, the company expanded considerably—both as to the number of plants operated and the number of products manufactured—until today there are 18 plants in the United States, one in Canada and two in England. In addition, nine company-owned warehouses are operated in various parts of the United States.

Now, there is a well-organized General Traffic Department located at York, Pa., with the manager reporting directly to the President of the company.

Plant Supervision

The products of the separate divisions of the company are sold under various terms, some prepaid, some freight allowed, and some with freight equalized to the nearest competitor. Each plant

This application of traffic management on a semi-decentralized basis, with the individual plants assuming a large part of the activities, has bettered customer relations and production; reduced costs

By J. C. Huntting

*General Traffic Manager
American Chain & Cable Co., Inc.*

as told to

John H. Frederick

DA Transportation Consultant

either has a trained traffic man or what is known as a traffic representative. He is under the supervision of the general traffic manager but does his own rating and routing to meet the requirements of the individual plant.

Route, Rate and Audit

Each local traffic office places on the original customer order the correct transportation language of the goods being ordered and the route and rate from point of origin—as well as the rate to be equalized, where such applies—so as to lay the goods down at the customer's door at the cheapest

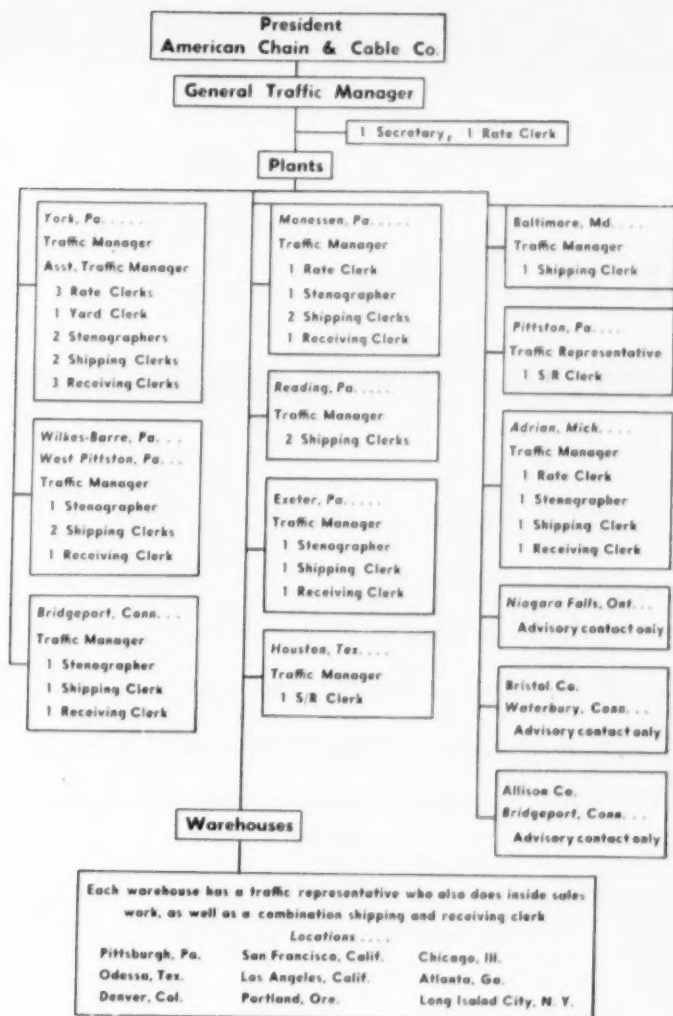
cost for transportation service.

Each plant audits its transportation bills before payment. Once a month, these bills are sent to the general traffic department for reaudit where overcharge claims are placed. The plants themselves place damage but not all overcharge claims.

Quotations and Reports

Each plant quotes to its sales department any rates requested. It also quotes rates and routings on inbound shipments to the purchasing department.

A report is made monthly to the general traffic department by each



tation companies producing the necessary services have a "look in."

The general traffic department furnishes the sales officials, and all district sales offices, the cl and lcl as well as the tl and ltl rates for each division's products, the origin of the goods, as well as the same information from each competitor's point of origin. A manual has been prepared in which is shown the trade name of the many products produced by the American Chain and Cable Co., in all its divisions, transposed into transportation language, and showing the rating each product takes for transportation purposes. This has been found to be of considerable value because, for example, everything in the chain catalogue just isn't "chain" and some difficulty was experienced. The general purchasing department is furnished with freight rates from various points of origin to each of the plants on various types of materials so that they may know, prices being somewhat equal, where they can buy a particular type of material cheapest laid down at the plant desired.

Shipping Data

The general traffic department receives a copy of all orders from each plant or division thus keeping in touch with what is being shipped and enabling it to assist in organizing stop-off and pool cars. This activity results in the saving of many thousands of dollars as compared to the cost of shipping straight lcl. The department also cooperates with the sales department as to warehouse locations, makes side track agreements for all plants, attends to employee household moves when for the account of the company, and handles all classification matters or adjustments with classification committees and carriers, and before the ICC.

(Please Turn to Page 77)

plant of the number of pounds of materials shipped via each type of transportation, the number of parcel post shipments and their value for insurance purposes, and the consist of all materials shipped via water to domestic destinations for marine insurance purposes.

Packing and Packaging

At each plant the sales and production departments are advised as to the proper type of packaging and packages for the particular products concerned. Also, passenger reservations are obtained and transportation salesmen interviewed.

The tonnage reports, mentioned above, are considered of particular value. The figures received from the plants are reduced to tons; 1,100 lb being a ton, under 1,000 lb being nothing. These figures are kept in a large book on a monthly basis. Once a year they are totaled and a stenciled copy of the information is sent to all officials of the company as well as to district sales offices and plant traffic managers. The sales people use them in their contacts with the transportation companies. The plants use them to determine that their tonnage is allocated in such a way that all available transpor-

Today's Traffic Man ...

Industry's Transport

SIR Geoffrey Heyworth, chairman of Unilever, Ltd., one of the largest and most far-flung business enterprises of the world, discussed transport and storage problems of his company in his annual meeting report. He commented on the rigidity of outlook and policy of many transportation enterprises, due in the main, he said, "to unwillingness of the older forms of transport to accept the consequences of technological change and to meet the changing demands of industry."

He expressed his belief that the opportunity surely exists for transportation enterprises to adjust themselves with open minds to the requirements, "not only of today but of tomorrow as well."

"Transport undertakings," he added, "will, I believe, be able to give a better service to their customers, offer more attractive jobs to their staff, reduce their operating costs and still show an adequate return on capital invested. The general lesson we have learned from our own experience, is that in transport as in industry a dynamic outlook is vital."

Down-Grading the TM

In the days of the great depression in the United States, it seemed to many that the industrial traffic manager was losing ground. Some consulting firms of that time recommended abolishing or downgrading of the traffic manager and of keeping the department at a low level of management. Viewed through their eyes, we can see their

Transport control is the task of present-day traffic management. It involves not only the control of carrier services, but control of all services vital to the movement of goods, from point of origin to final destination, including materials handling, packaging, warehousing, etc.

By E. G. Plowman

*Vice President and General Traffic Manager
United States Steel Corporation*

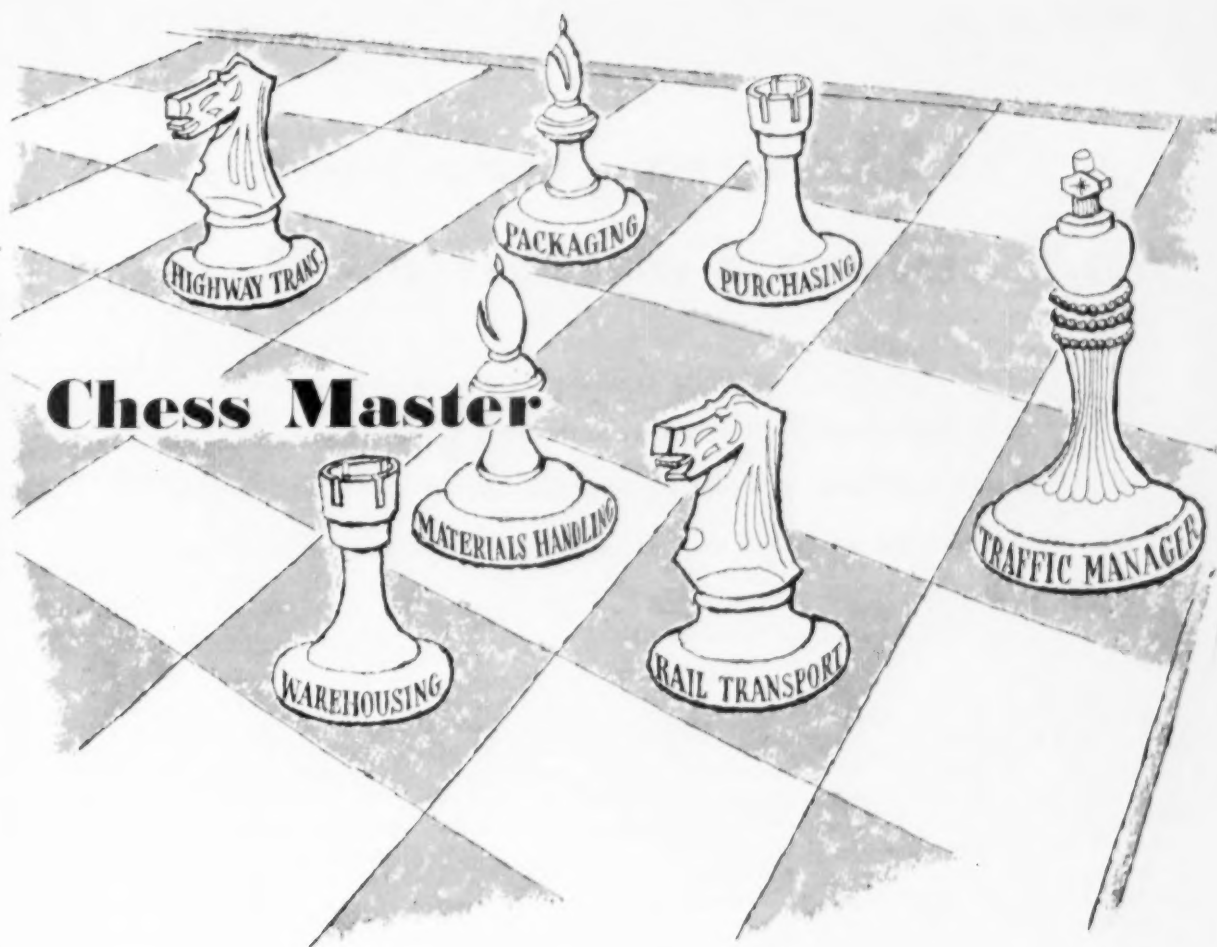
reasoning, that traffic management, being a newcomer in the ranks of general corporate administration, could be transferred back to the purchasing department at the top and to the shipping department at the bottom.

Today this viewpoint seems largely to have vanished. Clearly much has changed in the last quarter century. Since 1930 there has been increasing dependence of industries upon adequate and constantly improving transportation services of all types at fair rates or reasonable cost; and there has been constantly increasing competition, resulting from the addition of truck and other new or improved modes of transportation.

A major change has been the development of new forms of transportation. The modern diesel-pro-

pelled fleet of barges; the highway freight vehicle; or of truck and full trailer; the improved lake and ocean carriers; the large-diameter pipelines carrying powdered coal, crude oil, petroleum refined products or gas; the bus and the commercial airplane, all are new since 1930 in the sense of either improvement or innovation. These new or refurbished competitors of the railroad have produced thousands of contract-type carriers, who compete with the established common carriers.

Even more numerous are the industrial and commercial enterprises that have purchased or leased equipment to be operated by their own employees in private, so-called proprietary, transportation. This recent increase in private transportation has added entirely new man-



agement activities to the field of traffic management.

Transport Control

The industrial traffic manager of today has new and expanded management responsibility, best described as "transport control." It has become the traffic manager's job to review each movement and plan it in the least costly and properly serviced manner.

Under today's conditions many movements must use more than one form of transport. Traffic management thus becomes a complex problem—a transport control problem, of selection of the best combination. In this selection process, which involves not only the best form of transportation but also the most desirable among the numerous competing carriers, there is need

for careful and accurate calculation of cost and for exercise of skill and of managerial judgment. The traffic manager no longer can be visualized by his superiors as thumbing through vast tariff files merely to record on a bill of lading a common carrier freight rate that has been determined and ordered by some governmental regulatory agency.

Transport control, in its broadest sense, is the central task of present-day traffic management. It is concerned not alone with the price paid to or the service rendered by one or several carriers but also with the entire group of transportation cost and of service aspects that, taken as a whole, move the inbound or outbound product from some origin to a chosen destination. Handling methods, time in transit,

packaging costs, disposal of unpacking debris, warehouse, or storage-pile costs, cost of intra-plant movements and the avoidance of wastage or damage, all are part of this transport control task.

It frequently is true that the lowest carrier charge for transportation is in fact, not the one that, in combination with everything else, produces the least cost and most desirable service for the entire movement. In some cases, the fastest and most expensive airplane routing will yield the lowest overall cost to the shipper because of related savings due to the time factor.

The transport control manager, as I would prefer to call him, must, of course, have many other skills in order to take his proper place in his company's management team.

(Please Turn to Page 69)

NITLeague Airs Views on Cabinet Committee Report

Some 800 industrial traffic managers at the 48th Annual Meeting of NITL announce agreement with the basic philosophy of the Weeks Report, but recommend a number of changes in both the Report and in S. 1920

MORE than 800 industrial traffic managers — assembled in Chicago recently at the 48th Annual Meeting of the National Industrial Traffic League — gave qualified support to the philosophy behind, if not the actual mechanics of, the Cabinet Committee Report on Transport Policy and Organization.

League Action

In addition to action on the Weeks Report and its enabling legislation, the League:

1. Established three new standing and special committees, including one on Warehousing and Distribution;
2. Issued an unofficial call for support of the Interstate Commerce Commission's continued independence, and recognition of the ICC's tradition of prestige and integrity;
3. Elected a full slate of officers, including three new regional vice presidents, 25 new members of the Board of Directors, and 30 new members of the Executive Committee, and;
4. Heard reports of the officers and reports of more than 30 special and standing committees, and acted on a similar number of recommendations advanced by the committees.

Discussion of the Weeks Report, which occupied a major share of the two-day meeting, was presented a part of the report of the Special Committee on Transport Outlook and Policy, A. H. Schwietert, chairman.

Although it objected, in some cases rather strenuously, to certain segments of the Report and S. 1920, the League expressed approval of the Report's philosophy of less regulation, less interference, increased freedom of management, and a greater degree of reliance on competitive forces in rate making.

Close Harmony

Chairman Schwietert announced that, after a careful study of the Weeks Report, the committee agreed that it is in harmony with the League's stated policy on transportation regulation.

In this respect the following was adopted:

"It is hereby declared to be the National Transportation Policy of the Congress—

"1. To provide for and develop, under the free enterprise system of dynamic competition, a strong, efficient, and financially sound national transportation industry by water, highway, and rail, as well as other means, which will at all

times remain fully adequate for national defense, the postal service, and commerce;

"2. To encourage competition between modes of transportation as well as among carriers of each mode at charges not less than reasonable minimum charges, so as to encourage technical innovations, the development of new rate and service techniques, the increase of operating and managerial efficiency, and the highest standards of service, safety, economy, efficiency and benefit to the transportation user and the ultimate consumer, but without unjust discrimination, undue preference or advantage, or undue prejudice, and without excessive or unreasonable charges on traffic.

"3. To cooperate with the several states and the duly authorized officials thereof;

"4. To reduce economic regulation of the transportation industry to the minimum consistent with the public interest and to the end that the inherent economic advantages, including cost and service advantages, of each mode of transportation may be realized fully in such a manner so as to reflect its full competitive economic capabilities; and

"5. To require that such minimum economic regulation be fair

League Officers

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Lowe P. Siddons, Holly Sugar Corp., Colorado Springs, Col.

Vice President

Grant Arnold, E. J. Lavino & Co., Philadelphia, Pa.

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Pacific Coast

C. S. Connolly
Los Angeles, Calif.

Western Trunk Line

F. L. DeGroat
Milwaukee, Wis.

Southwestern

Paul N. Haskell
Houston, Tex.

and impartial, without special restrictions, conditions, or limitations on individual modes of transport.

"The foregoing declaration of National Transportation Policy does not confer any authority or impose any restriction on the Commission which is not provided in the substantive provisions of the Act and is to be used solely as a statement of Congressional intention for guidance in the interpretation, administration and enforcement of the Act."

The Rate Making Rule

The League went on record to the effect that wherever provisions in the bill refer to the National Transportation Policy as a standard for rate making or for other purposes, they should be deleted.

The League voted to amend Section 15a(2) of the Interstate Commerce Act to read as follows:

"2. In the exercise of its power to prescribe just and reasonable rates, the Commission shall give due consideration, among other factors, to the effect of rates on the movement of traffic by the carrier or carriers for which the rates are prescribed; to the need, in the public interest, of adequate and efficient railway transportation service at the lowest cost consistent with the furnishing of such service; and to the need of revenues sufficient to enable the carriers, under honest, economical, and efficient management to provide such service: Provided, however, that in determining a minimum rate the Commission shall not consider the effect of such rate on the traffic of any other mode of transportation, the relation of such rate to the rate of any other mode of transportation, or whether such rate is lower than necessary to meet the competition of other modes of transportation."

Maximum-Minimum Rates

NITL went on record to the effect that more discretion be left to carrier management as outlined in the Cabinet Committee Report and that the power of the ICC be limited to prescribing just and reasonable maximum rates and minimum rates which shall not be less than compensatory for the service performed, i.e., which fail to cover the direct ascertainable cost of performing the service. Further, that the requirements of Section 1 of the Act under which the carriers are required to establish and maintain just and reasonable rates, fares and charges should be continued.

Suspension Rates

It was voted to oppose that section of the Report dealing with suspension of rates, fares or charges; and the League reaffirmed the recommendation approved at its 1954 Annual Meeting. At that time the Committee recommended that the period of suspension be reduced from seven months to 90 days, with a proviso that the Commission may extend such period for an additional 90 days at the request of any interested party.

Government Traffic

The League voted to oppose that section of the Cabinet Committee Report which would continue authority for carriers to establish special rates on government traffic not available on commercial traffic, and reaffirmed its position, namely:

"Federal, state and municipal governments should be required to pay the full applicable commercial rates, fares or charges for transportation of persons or property by any common carrier subject to the provisions of the Interstate Commerce Act, with certain exceptions."

Private Carriers

The League voted to oppose the recommendations of the Cabinet Committee and the provisions of Section 10(c) of S. 1920 which change the definition of a private
(Please Turn to Page 92)



Truck Driver's Prayer

Teach us to drive through life without skidding into other people's business.

Preserve our brake linings that we may stop before we go too far.

Help us to hear the knocks in our own motors and close our ears to the clashing of other people's gears.

Keep the alcohol in our radiators and out of our stomachs.

Absolve us from the mania of trying to pass the other vehicle on a narrow road.

Open our eyes to the traffic signs and signals and keep our feet on the brakes.

—DA—

"Pull over, mister," said the traffic officer. "You haven't any tail light."

The truck driver got out for a look and was speechless with dismay.

"Oh, it isn't that bad," said the officer.

The driver quavered, "It isn't the tail light that bothers me, but what became of my trailer?"

—DA—

A friend of ours insists he saw this window sign in a pet shop: "NO CHARGE FOR ALTERATIONS."

—DA—

Bob Crowley, GTM, Colgate-Palmolive Co., had an ambition to become Mayor. Several years ago he was a candidate in a clean-up campaign in Kansas City, Kansas, and lost out by about 600 votes. In 1947, Bob was swept into office, and he seems dry-docked as perennial Mayor of Ironia, N. J., where total vote is little more than margin of his first defeat.

TM: "Won't your wife hit the ceiling when you get home tonight?"

ASST: "She probably will. She's an awful shot."

—DA—

BEFORE POPPING THE QUESTION—
QUESTION YOUR POP!

—DA—

An officer approached a drunk who was trying to get the key into his car door lock.

"Look here," he said. "You don't mean to tell me that you intend to drive that car."

"Sure," replied the drunk. "Can't you see I'm in no condition to walk."

—DA—

Wife: "I'll never go anywhere with you again as long as I live."

Warehouseman: "Now what did I do?"

Wife: "You asked Mrs. Smith how her husband was standing the heat and he's been dead two months."

Sales Manager to his Staff: "Our competitor puts out an unexcelled product, sells cheaper than we, and gives better service, but that's their only edge."

—DA—

PEOPLE WHO INSIST ON DRINKING BEFORE DRIVING ARE PUTTING THE QUART BEFORE THE HEARSE.

—DA—

75-year-old (discussing the ideal way to die): "I'd like to crack up in a car going 90 miles an hour."

85-year-old: "I'd rather crash in a 400 mile-an-hour plane."

95-year-old: "I'd rather be shot by a jealous husband."

—DA—

Sect: "I've got my husband eating out of my hand."

Steno: "Saves a lot of dishwashing, doesn't it?"

—DA—

The office honeymooners were walking arm in arm along the beach. Inspired by the occasion, he exclaimed, "Roll on, thou deep and dark blue ocean, roll on." His bride gazed at the ocean for awhile, then exclaimed, "Oh George, you're wonderful. It's doing it."

—DA—

EARLY TO BED AND EARLY TO RISE—
AND YOUR GIRL GOES OUT WITH OTHER GUYS.

—DA—

WIFE: "There is an old clothes man at the door, dear."

RATE CLERK: "Tell him I've got all I need."

Martin E. Coughlin's (Director of Traffic, Thomas J. Lipton Co.) scintillating simile, "As unlike as two teas in a pot."

—DA—

A friend of ours insists he saw this window sign in a pet shop: "NO CHARGE FOR ALTERATIONS."

—DA—

Bob Crowley, GTM, Colgate-Palmolive Co., had an ambition to become Mayor. Several years ago he was a candidate in a clean-up campaign in Kansas City, Kansas, and lost out by about 600 votes. In 1947, Bob was swept into office, and he seems dry-docked as perennial Mayor of Ironia, N. J., where total vote is little more than margin of his first defeat.

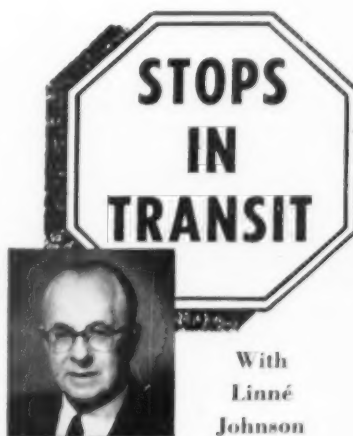
Clinton H. Vescelius, general traffic manager, American Car & Foundry reports this sly inclusion in a theatrical magazine advertisement, "Have Knit-Tex tux. Will not Ravel."

—DA—

There are complaints from various municipalities across the nation that bus fares are falling off. We hope these juggernauts are not starting while folks are still boarding.

—DA—

In Genesis we hailed creation,
With Isaac Newton—gravitation,
The Brothers Wright brought aviation,
And now; what follows automation?



With
Linné
Johnson



This Allis-Chalmers FT40-24C fork truck negotiates with ease the steep ramp that literally tore apart the clutches of trucks previously used.

Buffalo Warehouse Moves 50 Million Pounds of Sugar a Year...

SAVES OVER \$1,000 ON MAINTENANCE COSTS ALONE WITH ALLIS-CHALMERS FORK TRUCKS

Inland Warehouses, Inc., Buffalo, N.Y., handle principally sugar and syrups, with sugar volume alone running 50 million pounds a year.

Warehousing operations here are typical, except the loading dock is more than two feet higher than the floors, requiring a steep ramp. With fork truck equipment previously used, this ramp was a real clutch wrecker. In order to climb the incline under load, it was necessary to set the governor up for higher engine speed and then slip the clutch. In the words of Vincent C.

Bonerb, president of Inland, "We had begun to accept chronic clutch troubles as part of our cost of doing business. Repair costs of \$1,100 a year were considered normal, and of course there was considerable downtime. Gas consumption was high, too."



VINCENT C. BONERB
President, Inland
Warehouses, Inc.

Then Inland assigned an Allis-Chalmers 4,000-lb fork truck with torque converter drive to the loading dock area. During the first 15 months, averaging 6,875 trips up that ramp every week, this rugged machine needed repairs and parts amounting to only \$1.92. Gas consumption was cut 10 gallons a week.

This is the kind of performance built into all Allis-Chalmers fork trucks. Their heavy-duty industrial type engines are designed to stand up in demanding service. The torque converter drive eliminates clutch problems and provides torque to handle steep grades with ease.

Find out how an Allis-Chalmers fork truck can cut costs on your operation. Write for free 36-page booklet and the name of your nearest dealer.

BUDA DIVISION • HARVEY, ILLINOIS

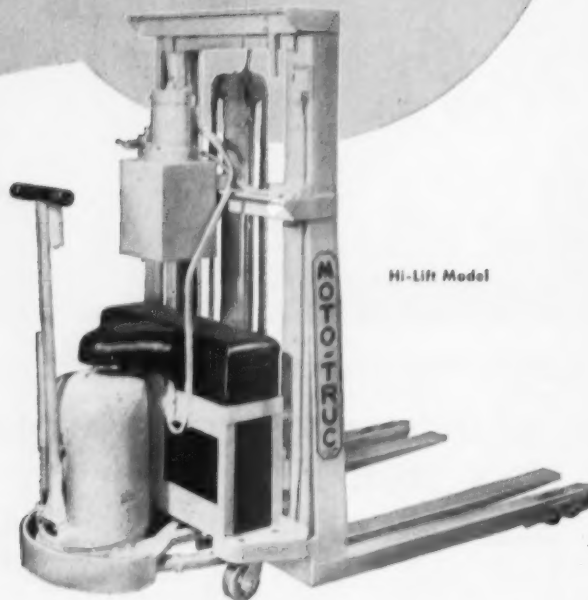
Tiering, loading or carrying — the rugged power, ease of driving and reduced aisle requirements of Allis-Chalmers trucks have made the driver's work easier and safer.



ALLIS-CHALMERS



8 reasons why **YOU** should buy **MOTO-TRUC**



Hi-Lift Model

Whether your materials handling needs require standard equipment or must be custom built, it will pay to investigate MOTO-TRUC.

From the very inception of the battery operated walkie type truck (developed by MOTO-TRUC in 1936) MOTO-TRUC design and development has set the "pace" in the industry.

The features listed above are only a few of the advantages offered by MOTO-TRUC.

Write for literature covering all the features and models available.



MANEUVERABILITY . . . shortest overall length

LOAD SAFETY . . . Low center of gravity, four point load support

SIMPLICITY OF OPERATION . . . patented roller grip controls

CONSTANT TRACTION . . . spring loaded drive unit on high lift models

LESS DOWN TIME . . . Interchangeable Power Unit

EASE OF MAINTENANCE . . . Simplified for quick service

RUGGED CONSTRUCTION . . . All welded frame construction

VERSATILITY . . . There's a MOTO-TRUC for every purpose



The MOTO-TRUC Co.

Representatives in Principal Cities

1956 E. 59th St. • Cleveland 3, Ohio
Pallet... Platform... Hi-Lift Trucks
The *Originators* of the Walkie and
Small Rider Type Truck.

Circle No. 15 on Card, Facing Page 49, for more information

The WHITE 3000

Makes a Great Billboard

But it REALLY PAYS OFF on the road!



PROUD OF APPEARANCE, M & L TRANSFER LIKES LOW OPERATING COSTS, TOO!

OUTSTANDING feature of the White 3000, according to E. F. Leachman, president, M & L Transfer, Amarillo, Texas, is the low operating cost... year after year. "Excellent fuel mileage and low maintenance cost are mighty important," he says.

"We are proud of the White 3000 appearance and we like the power-lift cab—but the big advantage is the economy!" he says.

This White 3022 PLT has 507B transmission, 329C rear axle (5.57-7.60 ratio), 10.00 x 20 tires and 109 1/2-inch wheelbase to handle sleeper cab and 36-ft. van within 45-ft. overall length.

No doubt about it, the White 3000 looks great on billboards, letterheads, and in advertising.

In the moving and storage industry, the White 3000 has gained a great reputation because of its truly modern appearance—its advertising value—its customer appeal.

But it's on the road that this truly modern highway tractor really pays off. It is engineered right to *your* business... with the *right* kind of power, the *right* extra-capacity dimensions, and the *right* driver and safety features.

Find out for yourself. See your White Representative without delay.

THE WHITE MOTOR COMPANY • Cleveland 1, Ohio

FOR MORE THAN 50 YEARS THE GREATEST NAME IN TRUCKS



Circle No. 16 on Card, Facing Page 49, for more information

DA Materials Handling Primer—VIII

5. Self-Loading Systems

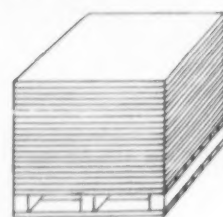
By D. O. Haynes
DA Materials Handling Consultant

WHAT ARE UNIT-LOAD PATTERNS?

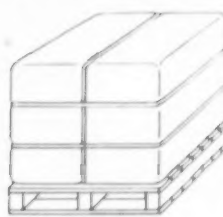
Unit-load patterns include the various ways in which articles are arranged to create loads which can be handled as units. The term pallet patterns is a more usual designation, but it implies that unit loads are handled exclusively on pallets. Unit loads also can be, and frequently are, handled on skids. Hence, our preference for the broader term—unit-load patterns.

The articles comprising a unit load are not restricted to rectangular commodities. Nor are the articles necessarily bound together. Any article or group of articles which can be handled without breaking bulk are, for our purposes, considered as a unit load. The accompanying sketch indicates a few of the many kinds of products with which unit loads are being developed.

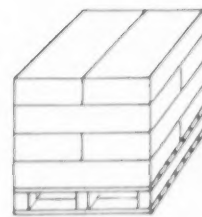
It should be pointed out that many items now are being handled by special fork truck attachments without



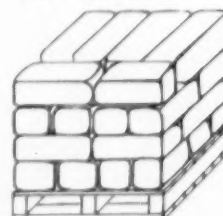
FLAT STOCK



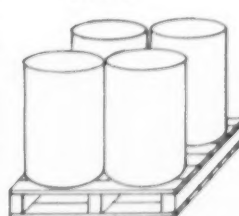
BALES



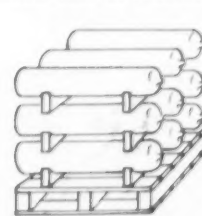
RECTANGULAR CONTAINERS



BAGS AND SACKS



BARRELS, DRUMS, ETC.



CYLINDERS ON DUNNAGE

EXAMPLES OF PRODUCT CONSTITUTING UNIT LOADS

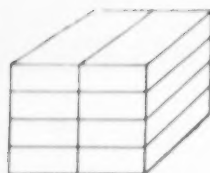
the use of pallets. This subject is covered in the section where high-lift fork truck attachments are described,

also in a special section devoted to unit-load handling methods without either skids or pallets.

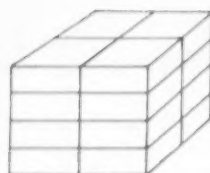
TERMINOLOGY USED IN CONNECTION WITH PATTERNS

BLOCK PATTERNS

Sometimes called one-on-one piling. Used for square and round containers. Very unstable. The load can be made stable by tying the top course with a sheet of paper or fibre board inserted between two upper courses, or a pallet laid on top of the load (see below for details).



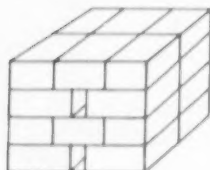
2-BLOCK



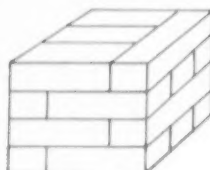
4-BLOCK



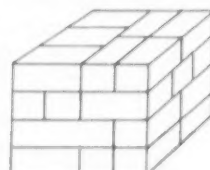
6-BLOCK (CANS)



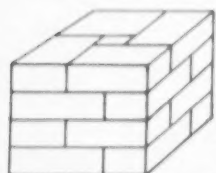
REVERSIBLE



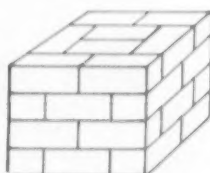
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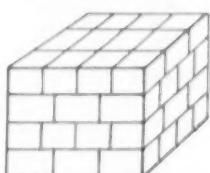
THREE POSSIBILITIES



PIN WHEEL WITH CHIMNEY



BRICK



ANOTHER BRICK

TIED OR CROSS PATTERN

The articles in an upper course overlap those in a lower one when the load is reversed; that is, turned through 180 deg. Very satisfactory from standpoint of stability. The pinwheel and brick patterns are special variations.

PINWHEEL AND BRICK

The pinwheel, frequently results in a hollow rectangle, called a chimney. The practice of storing a few packages in the chimney complicates inventory taking. Brick patterns become tied when courses are turned alternately through 90 deg. Both types are very stable.

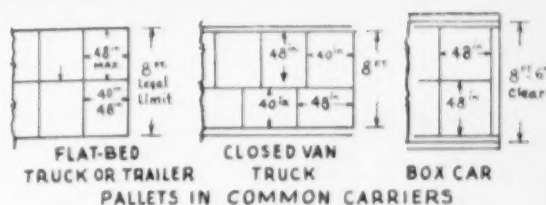
FACTORS TO CONSIDER IN SELECTING PALLET DIMENSIONS

INTRA- OR INTER-PLANT OPERATIONS?

When palletized operations are to be carried on strictly within the limits of a single plant, the selection of the proper dimensions for a pallet are not so restricted as when unitized loads are to be handled between plants of the same or other companies.

If the latter is the situation to be met, there are two questions to be asked. First, has the industry standardized on certain sizes for pallets? The grocery trade, for example, has standardized on two sizes: A 32x40-in. pallet for small concerns, and a 40x48-in. size for large volume establishments. It is almost imperative to follow standard practice by adopting the pallet used in a given industry, otherwise that industry's common types of handling equipment not always will be able to handle an odd-size pallet.

The second question to be asked concerns the type of common carrier, or carriers, used in transporting the pal-



letized loads from plant to plant or warehouse. There is a strong tendency, where common carriers are involved, to standardize on a 40x48-in., four-way pallet for closed van trucks, and either a 40x48-in. or a 48x48-in. pallet for open trucks, trailers and freight cars. In most states, the legal limit of the overall width of highway equipment is restricted to 8 ft. The inside width of a freight car should be at least 8 ft. 6 in. to permit easy spotting of unit loads.

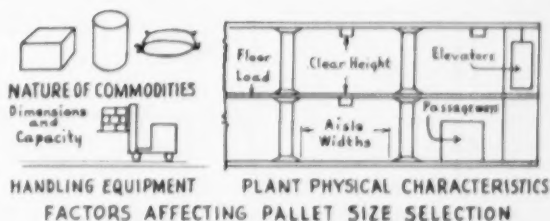
FOR THE "LONE WOLF" SETUP

It is, of course, not always possible for a concern to utilize one of the more or less standard pallets. Physical conditions may have a limiting effect. Or, if there are no intra-plant transferring operations involving other firms, any pallet that fits local conditions can be used—often to better advantage than the industry's standard size.

In this situation, it becomes a matter of studying all the factors involved—the commodities to be handled, the equipment to be used and the physical features of the plant, particularly the areas where palletized conditions will be carried on.

Usually, the selection of the proper size pallet is a matter of compromise. Pileable heights, floor loads (machines plus loads and tiered merchandise), elevator capacities and best use of floor space, which may limit aisle widths, must be studied and their effects on the size and weight of the optimum load be given due consideration.

Today, the trend toward one-story construction makes it possible to handle loads of more economical size than has been possible in older structures with obsolete elevators, low floor-load capacities, etc.



Of course, the fewer the commodities handled the simpler the job of selecting a pallet that gives the most economical results from the standpoint of handling and good space utilization. The other extreme is the public warehouse, which must be handle and store anything delivered to its receiving platforms.

The accompanying sketch illustrates the points which have to be checked in most plants. There may be special conditions, such as ramps, which will determine what machines can be operated, and, hence, what pallet and unit loads may be used.

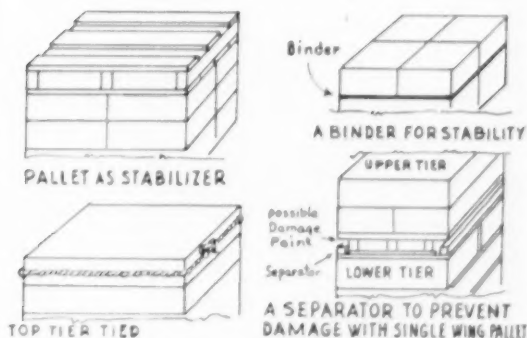
WHAT IS A GOOD UNIT LOAD?

There is one cardinal rule for successful palletizing: THE FEWER THE SIZES OF PALLETS, THE BETTER THE OPERATION.

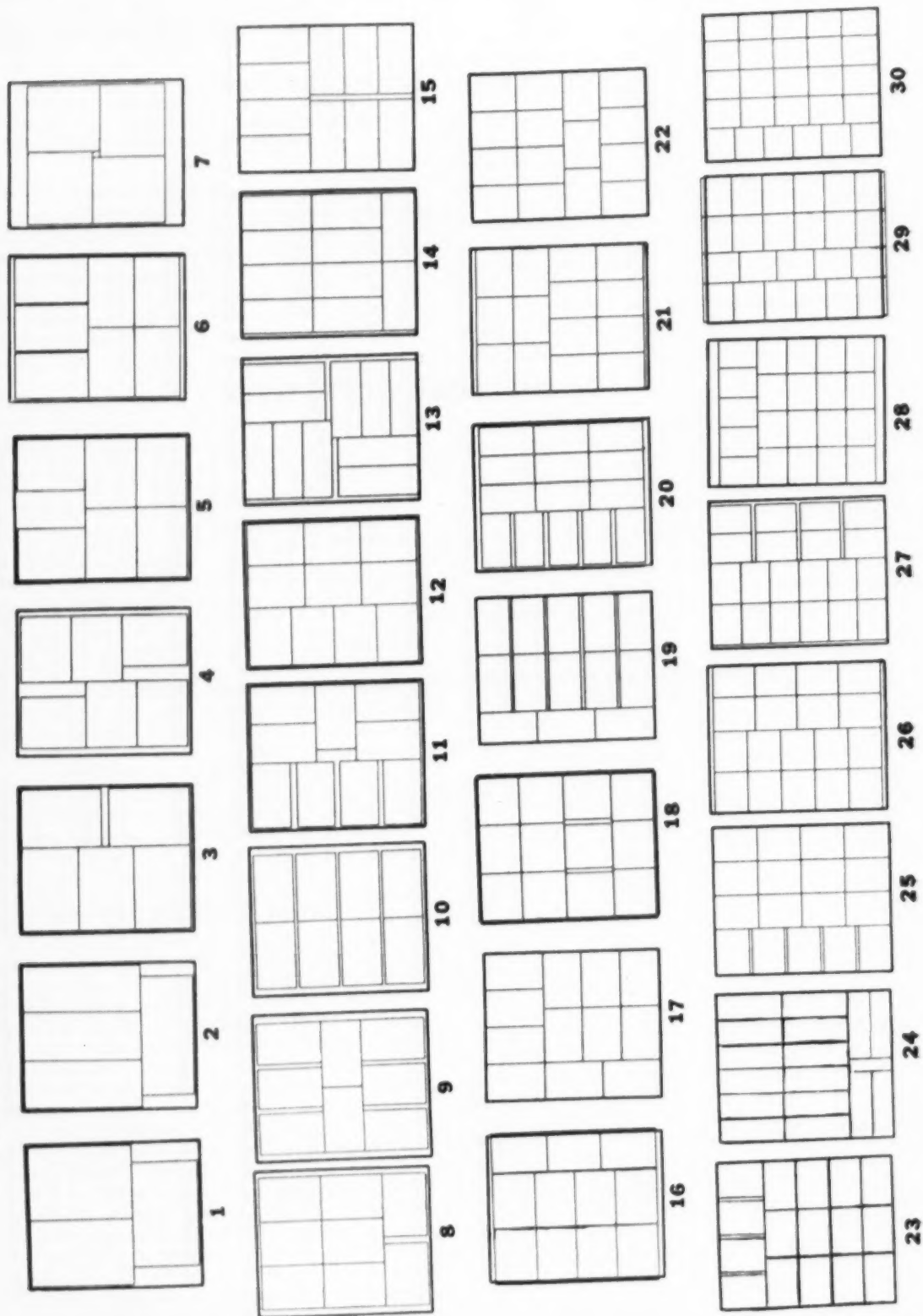
When a variety of products are to be handled, it would be something in the nature of a miracle if a pallet could be found that would accommodate all of them in such a way that all available cubic space would be completely filled. The novice in handling is apt to worry too much about the loss of cube. It is a rare situation where slight loss of space is not more than compensated for by the economics in handling. It has been demonstrated time and again in public warehouses, where space is at a premium, that when honeycombing leaves gaps, the rewarehousing of palletized loads more than makes up for the space lost, simply because each pallet is not chock-a-block full.

The procedure for being sure of selecting a pallet with the best dimensions is to list the volume products and select the pallet which fits these; then make it do for the other items which are handled only occasionally.

A PERFECT UNIT LOAD



Container Patterns on 40x48-in. Pallet and Index Chart



DISTRIBUTION AGE

INCHES IN LENGTH

	7	1/2	8	1/2	9	1/2	10	1/2	11	1/2	12	1/2	13	1/2	14	1/2	15	1/2	16	1/2	17	1/2	18	1/2	19	1/2	20	1/2	21	1/2	22	1/2
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8							30	30	30	27	27	27	23	23	23	22	20	20	20	20	20	15	15	15	15	15	15	15	13	13	13	
1/2							29	29	29	26	26	26	23	23	23	20	20	20	20	20	20	15	15	15	15	15	15	15	13	13	13	
9							26	26	26	26	26	26	23	23	23	21	20	19	19	19	19	15	15	15	15	15	15	13	13	13	13	
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INSTRUCTIONS

1. Determine width and length of container to nearest 1/2 inch.

2. Locate the length of container at the top, and width at left side of index chart, the container pattern number will be found at the intersection of two columns.

3. Tie load by reversing pattern for each tier.

4. Height may be substituted for width when the commodity is of sufficient strength to withstand superimposed loads, and where such placement is permissible.

5. In forming the unit load, the overall lateral dimensions shall not exceed 52 inches in length nor 43 inches in width, and the overall height should be approximately 48 inches but shall not exceed 54 inches including the pallet.

6. The gross weight of the load including pallet shall not exceed 2500 pounds for domestic shipment and 2100 pounds for overseas shipment.

INCHES IN WIDTH

INSTRUCTIONS

1. Determine width and length of container to nearest 1/2 inch.
2. Locate the length of container at the top, and width at left side of index chart, the container pattern number will be found at the intersection of two columns.
3. Tie load by reversing pattern for each tier.
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6. The gross weight of the load including pallet shall not exceed 2500 pounds for domestic shipment and 2100 pounds for overseas shipment.

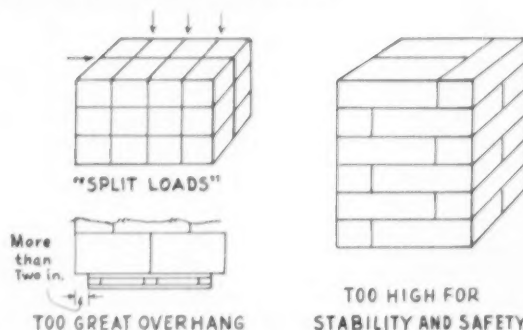
PATTERNS TO BE AVOIDED WHENEVER POSSIBLE

When a pallet has been selected which provides good unit loads it becomes a matter of fitting the remaining products into the palletization picture.

A good method to follow is to prepare a skeleton outline of the pallet to scale on a piece of cross-section (quadrille-ruled) paper. Templates of the containers drawn to the same scale can be juggled to find a suitable pattern.

When this is done, a pattern frequently turns up which, though it makes good use of the surface area, is unsatisfactory from a handling standpoint. For example, when a loaded pallet rides on an elevated fork, it bounces slightly due to the vibration of the truck as it passes over the running surface, and the natural springiness of the forks. Further, the pallet is slightly distorted when suspended on forks. For these reasons, a split tends to develop and, if the trips are long, the packages may work gradually so far apart that they will fall off.

The amount of allowable overhang depends largely upon the nature of the commodity. Two inches on each side is permissible for firm containers (wooden and metal boxes, for example), but might be too great for cartons that are



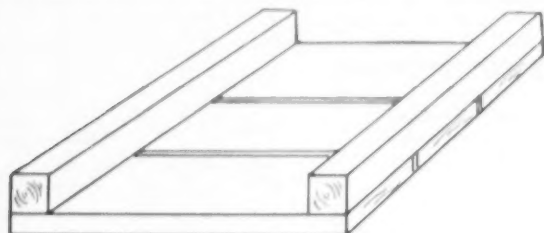
not full or which contain crushable materials such as shelled nuts, dates, etc. Such containers should be piled flush with the edges of the pallet to have proper support.

Obviously, too high a unit load, even when it consists of light articles, is unstable and unsafe. The items may fall off, and the high stack impedes the vision of the operator during running trips.

SOME PALLETIZING HINTS

When it is impracticable to use any but an unstable pattern, such as a block-piled one, stability frequently can be created artificially.

Single wing pallets are not always satisfactory when used for tiering crushable loads or loads made up of cartons which should take the pressure exerted by an upper load directly on their edges. A wooden separator can be placed between the loads to prevent cutting because of the inboard setting of the bottom deckboards.



WOOD SEPARATOR

ANOTHER AID

It is impossible to anticipate all the contingencies which may arise in undertaking pallet operations. Experience is the best teacher and those responsible for the activity usually find ways to handle articles which at first appear to be impossible to palletize.

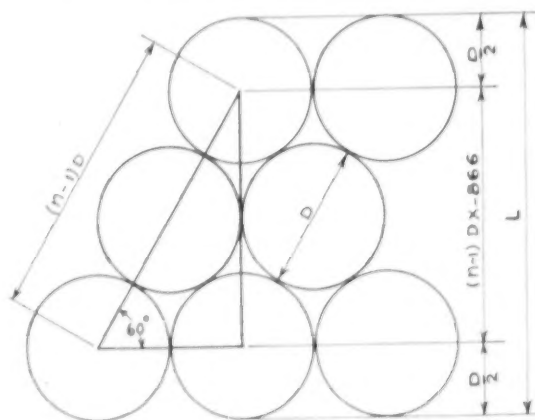
The accompanying drawing has been found helpful in calculating the space required when patterns are being developed for nested barrels, cans of frozen eggs, etc. It also is helpful for figuring out the number of such items that can be accommodated in a given storage area.

CHECKING AND MAINTENANCE

It is only good business to check each shipment of pallets received to be sure that they come up to specifications as to soundness of lumber, squareness of assembly, etc., and to reject any that do not meet stated requirements. It is advisable to take a random pallet from each shipment and pry the decks off to check on the fastenings.

The best pallet maintenance is preventive maintenance. Workers should be instructed not to drop pallets from any considerable height. Operators of equipment should be taught how to manipulate their machines so as to avoid chipping the edges of pallet boards with the forks.

But, even with the best of operating conditions, pallets will have to be repaired. It is advisable to order some



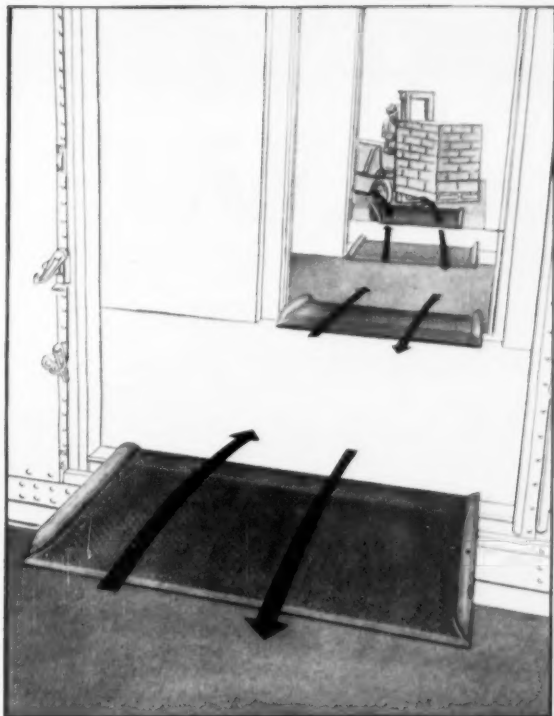
$$L = [(n-1)D \times .866] + D$$

FORMULA FOR LENGTH OF SPACE OCCUPIED BY "n" CIRCULAR CONTAINERS

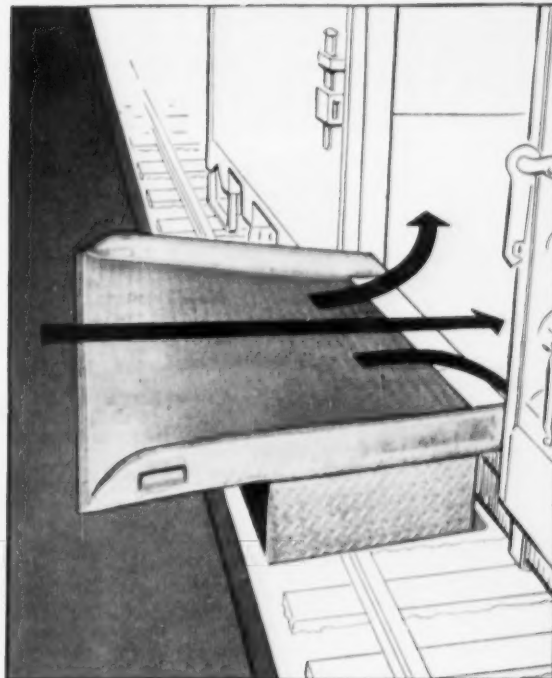
extra predrilled boards and fasteners with the initial lot of pallets and to keep a replacement stock on hand.

Protruding nails should be driven home whenever found. Pallets with badly split or broken boards should be removed from service and repaired before they can damage merchandise or injure personnel.

EDITOR'S NOTE: This series of copyrighted articles is being excerpted from a forthcoming book by the author. The editors of DISTRIBUTION AGE gratefully acknowledge the privilege of exclusive prepublication magazine rights.



Car-to-car loading problem?



Loading flush-with-floor,
flush-with-door?

Solve these loading problems with Magcoa magnesium Dockboards

Car-to-car and car-to-dock loading—

This familiar problem — handling loads through one car to another or to the dock—is solved every day by Magcoa Dockboards. Rugged locking devices, not visible in the photograph, assure a snug, slip-proof fit between cars and between car and dock. Notice that the Dockboard in the far background has one straight curb and one flared curb—a special design for use at the end of a dock which is just long enough to permit simultaneous loading of three cars: a simple solution, suggested by an alert Magcoa representative to a customer who'd previously been able to load only two cars at a time.

Flush-with-floor, flush-with-door loading—Loading problems of this kind find quick, practical solution in the Magcoa flush Dockboard. Because the safety tread plate of the Dockboard does not rest on the car floor or threshold, loads can be spotted right to the very edge. Flush positioning at the car-end and rounded

edge-beveling at the dock-end of the board assure maximum loading smoothness. Easily adjustable locking arrangement provides a snug, safe fit between dock and car. Because curb-ends do not extend beyond the car-threshold, there is maximum usable floor area for turning into and out of the car.

Light-weight, heavy-duty construction

—Every Magcoa Dockboard is constructed of magnesium, the lightest of structural metals. Every Magcoa Dockboard has the patented hand holds, quarter-round safety curbs and other safety features which have made Magcoa Dockboards famous.

What's your loading problem? Are you bothered by spilling and damaging of loads? By a low rail dock? A low truck dock? A narrow, congested dock? Inefficient loading from ground level? Are you planning the dock for a new plant or warehouse? Modernizing an old dock? Switching to higher-capacity lift trucks or pallet trucks?

Whatever the loading problem, the odds are 1000 to 1 that your local Magcoa Representative has encountered it and solved it before.

Good Suggestion: Send for our free new bulletin, "What to do about Difficult Docks." It's loaded with practical, helpful ideas.

MAGNESIUM COMPANY OF AMERICA

MATERIALS HANDLING DIV.
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Within the



By Leo T. Parker Legal Consultant, Distribution Age

WAREHOUSING

Letters about the Fair Labor Standards Act minimum wage law have been coming to me since I mentioned the subject in a previous legal article some weeks ago. A warehouseman writes: "We operate a warehouse in a farming area. Farmers store various agricultural products in our warehouse, and these commodities are distributed and shipped from our warehouse to various purchasers throughout the country. I understand there is a federal law which exempts us from paying employees the minimum and overtime wages specified by this federal minimum wage law. Please give me any details you may have on this."

Must a warehouseman storing agricultural products pay at least minimum wages?

Of course, the higher Federal courts already have laid down the law that employees who work in warehouses which store or distribute merchandise that flows in interstate commerce must be paid minimum wages and overtime specified by the Fair Labor Standards Act. However, the law exempts warehouses located in farming districts where 95 per cent or more of the merchandise stored in the warehouse is agricultural or horticultural products. Moreover, recently a higher court held that government officials cannot limit or otherwise change the lawful meaning and effect of this exemption law.

For example, in *C— M— Warehouse v. M—*, 215 Fed. Rep. (2d) 601, the testimony showed facts, as follows: Section 213 (a) (10) of 29 U.S.C.A. provides that the Fair Labor Standards Act shall not apply with respect to employees employed within the area of production (as defined by the Administrator), engaged in storing of agricultural or horticultural commodities, in their raw or natural state. The administrator enacted a regulation that the "area of production" means in a rural com-

munity and where 95 per cent of the commodities stored in the warehouse are raised and processed. Another part of the regulation states that a rural community shall not include any city, town or urban place of 2,500 or greater population.

An employee named M— was employed by the C— M— Warehouse, as a night watchman. He sued his employer to recover back wages, and overtime, specified by the Fair Labor Standards Act.

During the trial the testimony showed that the C— M— Warehouse is located in a town of 6,303 population (in excess of 2,500 population) in an area having a high volume of cotton production; that over 95 per cent of all cotton received in the warehouse each month was grown within 20 airline miles of the warehouse; that nearly all cotton stored in the warehouse was owned by the farmers who grew it; that more than 200 bales of cotton are grown each year within the city limits of the town.

The lower court held in favor of



"We have an all-automatic stock location set-up. We work out a beautiful system, install it, instruct the employees . . . then everything automatically goes wrong"

M— and ordered the warehouse to pay the employee all back pay, plus attorney's fees.

The counsel appealed to the higher court on the contention that the warehouse is not compelled to pay its employees minimum wages specified by the Fair Labor Standards Act because the regulation of the administrator is void and invalid which provides that towns having population of over 2,500 are not "within the area of production."

It is interesting to observe that the higher court reversed the lower court's decision and held employees are not within the scope of the Fair Labor Standards Act who worked in the warehouse. This court clearly held that the administrator exceeded his authority by formulating a regulation holding that employees who work in warehouses situated in towns having over 2,500 population must be paid not less than the minimum wages specified by the Fair Labor Standards Act. The court said:

"We must determine whether the administrator may exclude from the exemption establishments located within the geographic boundaries because of the existence of other conditions. We do not think so. When reasonable geographic lines of the area of production have been established, the act makes the exemption effective within that area. Because the regulation with which we are concerned excludes establishments located within a town having 2,500 or more population we hold the latter definition invalid."

For comparison, see *A— v. H— H— F— P—, Inc.* 322 U.S. 607. In this case the administrator made a ruling that employees must be paid minimum wages specified by the Fair Labor Standards Act if they work in warehouses and establishments which employ more than seven persons, irrespective of whether the warehouse or plant is in an "area of production" or farming area.

The Supreme Court of the United States promptly held this regulation invalid, and said:

"We agree with the Circuit Court of Appeals in holding invalid the limitations as to the number of employees within a defined area."

Does State Workmen's Compensation insure against all death and injury liability?

The answer is no. This is so because although a warehouseman has compensation insurance, he may be liable for repayment to the insurance carrier any and all claims he paid an employee who was injured or killed through the warehouseman's negligence or violation of state safety laws. The same law is applicable to any and all other persons whose negligence resulted in injuries or death of a warehouse employee.

For example, in *H— Accident and Indemnity Co. v. D— P—*, 123 N. E. (2d) 583, it was shown that a man named P— owns a warehouse building which he leased to a warehouseman. The lease contract contained a clause that P— would make repairs and replacements to the elevator, elevator machinery and elevator shaft when required because of ordinary wear and tear.

Further testimony showed that one R— worked in the warehouse for the warehouseman. R— stored and moved about merchandise in the warehouse and in the course of his employment had occasion to use a freight elevator which was installed in the building when it was built in 1914 or 1915.

The elevator was operated by a hand rope cable. At each floor there were iron elevator doors about 10 ft high which were opened by the upper half rising and the lower half moving down. The doors on the second and third floors worked somewhat in unison so that when the upper half of the door on the second floor was raised, the lower half of the door on the third floor would rise to close. Thus when the lower half of the third floor door was closed, the upper half of the second floor door was open. When the elevator was at the second floor the third floor doors would not open completely but open from 12 to 18 in.

The elevator was equipped with a threshold plate which could be let into place from the elevator to form a deck over the several inches between the elevator and any floor at which it was stopped. When this plate was down the elevator would not move. When not in use the plate swung up and inside the elevator against a flange in a somewhat upright position.

The elevator was not equipped with an electro-mechanical interlock, which is designed to prevent the elevator doors from being opened when the elevator is not at the landing and the

elevator from moving unless the doors where it stops are closed. The device had been in standard use in this country for 30 years. There was not on the elevator a magnetic rope lock which, with the opening of the elevator doors, operates electrically to seize the rope cable so it cannot be pulled up or down. This had been standard equipment for 35 years.

The elevator had never been modernized or kept in order since its installation and P— had not inspected it for 15 years. There was no signal device which told the location of the elevator. There was a rope lock device on the hand rope which controlled the movement of the elevator. The lock did not operate.

One day R— was working on the second floor of the warehouse and with another man was moving a truckload of boxes toward the elevator. At the same time two other men were working on the third floor. One of the men on the third floor looked down the shaft, saw the elevator, called for it and then opened the elevator doors a little and pulled on the hand cable to bring the elevator up. When he had "just" done this, the third floor doors started to close and "almost caught him." A moment later it was discovered that R— had been caught in between the elevator floor and the wall of the shaft. His feet were dangling about 6 ft above the second floor. He sustained injuries that resulted in his death.

The warehouseman carried insurance under the State Workmen's Compensation Act with the H— Accident and Indemnity Co. which paid R—'s dependents \$8,160 under the Workmen's Compensation Act. The H— Accident and Indemnity Co. sued P— to recover this \$8,160.

The higher court held:

"Ordinarily the duty of repair would have rested on the lessee. Here the burden of repairing the elevator was laid on the landlord. Under

these circumstances since defendant (P—) had the right to examine the premises at reasonable times, he or his agent had the obligation to examine the elevator at reasonable periods to determine whether ordinary usage of the elevator had given rise to defects it was his duty to repair.

"We conclude therefore that the defendant landlord (P—) is liable for the injuries resulting in R—'s death if the breach of the covenant was the proximate cause of the accident. If defendant had repaired the safety device to prevent the elevator doors from being opened when the elevator was not at that floor and if defendant had replaced the essential parts of the rope lock for preventing the movement of the elevator from a floor when the doors were opened, R— would not have been trapped and injured."

TRANSPORTATION

Can common carrier make contract for lower rates, then sue to recover full charges?

Recently a reader wrote in part, as follows: "I have heard arguments for and against the proposition that a common carrier can make a contract with a shipper for rates lower than lawful rates and then later sue the shipper and recover full lawful charges. Do you have in your files any cases where a carrier has done this?"

See *T—, Inc. v. McK—*, 89 N. E. (2d) 3. In this case it was shown that a common carrier trucking company made a written contract with a corporation to transport its products. This contract was made several years ago, and the freight rates specified in the contract were considerably lower than rates approved by the Public Service Commission.

After a few years the carrier sued the corporation to recover a large sum of money as additional lawful payment for the transportation of the goods. The carrier's suit was based on the contention that the low freight rates clearly specified in the written contract were considerably less than the rates approved by the Public Service Commission, and therefore invalid.

It is interesting to observe that the court held that the common carrier could recover from the shipper the difference between the low freight charges paid under the contract, and the rates specified by the Public Service Commission in its schedule. The court said:

"One to whom a certificate has been granted is bound to collect and the shipper to pay the established rates for the service rendered, and neither is excused through fraud, accident, mistake or any other cause from collecting or paying the said rates."



"Pretty good on inclines, eh?"

Warehouse SPOTLIGHT

Warehouse Briefs

Lyon Van and Storage Co., in cooperation with Westair, and Wheaton Van Lines in the East, has announced the inauguration of Skyvan, a household goods moving service by air between the United States and Alaska. Transit time between Seattle, Wash., and Alaska is eight hours.

The Colorado Transfer & Warehousemen's Association conducted a special meeting in Denver recently to consider certain special problems, including Colorado legislative matters and rail-truck distribution tariffs.

William J. Hoover, assistant to the director, The Refrigeration Research Foundation, spoke at a recent meeting of the Southeastern Chapter, NARW. More than 30 refrigerated warehousemen attended.

Sullivan Storage & Transfer Co., San Diego, Calif., has moved to new and bigger quarters on the Alvarado Freeway. This new building is of concrete and steel, and includes 20,000 sq ft of space, almost double that contained in the old building.

Charles H. Barrett has been named president of White Line Transfer & Storage Co., Des Moines, Ia., following his purchase of all the stock.

The new Seven Santini Brothers Warehouse, in Miami, Fla., is a five-story concrete and steel building with 300,000 cu ft of storage space. With a large rail siding and truck loading platform, the new warehouse also has fireproof and burglar-proof facilities.

Container Transport International, Inc., New York, N. Y., has been formed to standardize and coordinate overseas shipments of household goods and other merchandise in steel containers. The new firm is divided into four divisions; household goods, household goods by air, general cargo, and special cargo.

Mayflower Warehousemen's Association will conduct its Annual Convention Jan. 10-14 at Hollywood, Fla.

United Van Lines Conducts Ninth Annual Meeting

United Van Lines conducted its Ninth Annual Meeting Nov. 17-19, in St. Louis, Mo. Members reviewed a number of advances posted by the organization during the year, including a record-breaking volume of shipments, substantial additions to its agency family and physical facilities, and the establishment of overland-overseas van-ship service to Alaska and Hawaii.

The list of company speakers was headed by President John K. Gund, and Chairman of the Board W. W. Warren. Other speakers were John W. Mock, noted Chicago management and sales consultant, and Ed Byrnes, executive secretary of the NFWA.

Safety Award



F. D. Newell, Jr., (right) president of the NARW, receiving the National Safety Council's Association Award on behalf of the refrigerated warehouse industry from David L. Arm, manager of NSC's Industrial Department. NARW received the award at the recent National Safety Congress

Atlas Van Lines Re-elects Bob Wilson President

Bob Wilson was re-elected president of Atlas Van Lines, Inc., at that group's Eighth Annual Meeting, Nov. 17-19, in Chicago, Ill. E. F. McGuire, former general manager, was named executive vice president.

Thomas Shelburne was re-elected secretary-treasurer, and Thomas H. Petty was named assistant general manager and agents' representative. It was announced that Atlas has added 45 new agents since November, 1954.

A highlight of the meeting included an Agents' Question and Answer session, headed by Harold Breffle, Atlas office manager. In this session, Atlas staff members set up at various locations answered a number of inquiries and problems presented by the agents.

In addition to the company officers, speakers included Don Markham, assistant executive secretary of NFWA; Harry P. Raymond, ICC district director, and Herbert Burstein, Atlas general counsel.

—DA—

New members of Aero Mayflower Transit Co. include: Smith Van & Storage Co., Merced, Calif.; City Transfer Co., Mt. Clemens, Mich., and P. F. Begley Co., Lawrence, Mass.

—DA—

Southwest Warehousemen Name Johnson President

Stewart C. Johnson, of Scobey Fireproof Storage Co., San Antonio, Tex., was elected president of the Southwest Warehouse and Transfermen's Association at the group's recent Annual Meeting, in Oklahoma City, Okla. He succeeds D. L. Wingington, of OK Transfer & Storage Co., Lawton, Okla.

Other officers named include: Carl Stoune, Central Forwarding, Inc., Austin, Tex., first vice president; Jim S. Porter, Commercial Warehouse Co., Little Rock, Ark., second vice president; Howard Smith, Albuquerque, N. M., treasurer.

(Please Turn to Page 84)

. . . Transport Chess Master

(Continued from Page 53)

He must have some competence in personnel management, for example. The present-day traffic manager not only has line authority over his traditional group of expert rate analysts and routing assistants and equipment supply specialists, but also he frequently is the manager of part or all of his company's privately operated trucks and other private transportation equipment.

The Better Way

The traffic manager in his new and more responsible role as transport control manager must never cease his search for the better way. This search for the better way is and should be the guiding principle of the business executive. The best transport control manager of tomorrow will be the one who knows and uses methods analysis and methods research. The transport control manager of tomorrow cannot assume, for example, that today's slow railroad switching service, or today's awkward and slow procession of loaded and empty trucks is the best or proper way. There must be a better way. The transport control manager must find this better way in collaboration with carriers and with other members of the top management team.

Time was when the experienced executive could and did rely on his sixth sense, or sense of timing. He could almost feel what was about to happen. If traffic managers had that ability, they have long since been forced to substitute the business management devices and techniques of managerial communication. Managerial communication has been well defined as the use of means of communication in such manner as to transmit the right amount of information at the right time to the right person and thus to bring about prompt decision and effective action. Transport control is one of the phases of general corporate administration that cannot function without effective communication.

This brief summary of the principal attributes of our transport control manager of the future would not be complete without emphasizing the importance of his competence in the practical aspects of economics. Practical economics includes an adequate knowledge of the law of commerce and industry. Practical economics also requires ability to comprehend the different approach of government to business problems; since the transport control manager must negotiate with or present testimony to public official and public regulatory agencies.

This transition of the traffic manager from his former narrow and rather limited field of freight rate negotiations and of common carrier service contacts, to the broader concept of transport control has in and of itself raised questions as to the future of traffic management. Acceptance of responsibility for all phases of each shipping movement from the time a product is ready to be packaged for shipment until the article is unpacked by the receiver has led some to believe that the engineering aspects of our work eventually may become dominant. Some articles have appeared in journals and some speeches have been made that imply that traffic management can ultimately be replaced by packaging and loading engineers, warehouse and storage engineers, and conveyor belt designers and operators.

There can be no doubt that the ultimate goal of the transport control manager is automatic and continuous transport from origin to destination. Liquid moving through a pipeline, or goods moving by conveyor travel in a storehouse, or persons using a moving stairway are illustrations of transportation in which this ultimate goal has been at least partially attained.

Traffic managers can make progress towards this goal of continuous transportation, continuously available, only if they search unceasingly for the better way. In many respects this search requires engineering ability and competence. There is, therefore, ample room in the vital traffic management field for every competent engineer. Many of the trained engineers will, in future years, reach top positions as transport control managers. There is no ground for competitive jealousy against the trained engineer who has come into traffic management via packaging, warehousing or intraplant transportation. He is one of the traffic management family and is to be welcomed warmly.

Purchasing Activity

It was pointed out earlier that traffic management started as a specialized aspect of purchasing management. The industrial traffic manager began as a buyer of common carrier transportation for his company. This buying task always will be a distinctive part of his work. Our future mass transportation, like that of today, can neither be efficient nor universal without continued exist-

Editor's Note: Mr. Plowman's remarks are excerpted from a recent address before an Annual Industrial Night audience at a meeting of the Transportation Club of Toronto.

tence of numerous carriers for hire. This selection and use by the traffic manager of common and contract carriers brings us back to the very important and basic requirement of traffic manager competence in commercial aspects of the particular enterprise.

A new problem, that illustrates and emphasizes the growing stature and the new role of the traffic manager is the issue of survival of common carriers. Twenty-five years ago such an issue would have seemed incredible. Less than ten years ago, a typical manufacturer might report that almost 100 per cent of his inbound and 90 per cent of his outbound freight moved by rail. Today the rail figure is down in many industries to perhaps 80 per cent of inbound and 60 per cent of outbound.

But the balance has not all been diverted to the common carriers that are using other modes of transportation such as truck, barge or pipeline. Perhaps 10 per cent of inbound and 15 per cent of outbound, or half of the diversion now is moved by contract carriers or by proprietary private carriage. This hypothetical example is cited to make the obvious point that continuance of this trend away from common carriers threatens their earning power, and the shippers' opportunity to use these reliable services at published rates. In fact, this gradual decline of our common carriers may bring about ultimate disappearance through disuse of this type of transport.

All Forms Needed

My own belief is that the industrial traffic manager, in his new and broader role of transport control, needs all forms and modes of transportation in order to do his job of bringing about lowest possible cost of transportation. He needs common carriers, contract or chartered carriers, and private or proprietary carriage. He may not find common carrier railroads, truck lines, barge lines, ship operators, airline or pipelines as indispensable as they were before the rise of present-day contract and private carriers; but the transport control manager certainly cannot say that common carriers are dispensable and can be done away with.

My view is that the decline of the common carrier, if it continues, eventually will become a matter of great concern and difficulty to the industrial traffic manager.

It seems to me that one of the new responsibilities of the industrial traffic manager is to do his part, in the administration of his own routing and rate negotiation activities, to maintain in proper balance our expanding and efficient transportation system in all its forms, private and contract, and especially, common carriage. •

(Resume Reading on Page 54)

So You Want to Build . . .

(Continued from Page 37)

quate supply of competent warehousemen. In conjunction with obtaining such a group, certain problems must be met, such as, but not limited to:

- a. Labor supply,
- b. Responsibility of hiring right men,
- c. Training of employees,
- d. Negotiation of labor contracts,
- e. Satisfactory disposition of labor disputes,
- f. Having men work on Saturdays, Sundays and holidays, if necessary; also nights,
- g. Hiring and training supervisors capable of handling men and the operation,
- h. Selecting machine operators, pickers and regular warehousemen,
- i. Separation problems when employees are not required,
- j. Setting up efficient vacation and holiday program, so that the operation will not be interrupted,
- k. The establishment of a good labor-management personnel relationship.

6. Handling Expense.

Essentially all warehousing is handling. This consideration refers to the in-and-out service requirements. It includes the expense for, but is not limited to:

- a. Receiving merchandise by trucks,
- b. Delivering merchandise to trucks,
- c. Receiving merchandise by railroad cars,
- d. Delivering merchandise to railroad cars,
- e. Extra services (switching, car spotting, etc.),
- f. Shipping functions,
- g. Receiving,
- h. Repacking,
- i. Storage of merchandise,
- j. Reworking,
- k. Labeling,
- l. Checking,
- m. Stenciling,
- n. Loading of trucks,
- o. Verifying commodity numbers,
- p. Picking orders,
- q. Traffic functions (receipts, freight bills, damage claims, demurrage, etc.).

7. Office Equipment.

Substantial sums would have to be expended for the purchase of office equipment. A permanent record would have to be maintained listing the purchase of each item of office equipment. This office equipment would include:

- a. Business and bookkeeping machines,
- b. Desk and chairs,
- c. Filing cabinets, etc.,
- d. Inventory control card files or similar equipment,

e. Other office equipment.

8. Clerical.

Here again you are faced with, but not limited to:

- a. The problem of hiring efficient personnel to assure the proper functioning of a clerical staff to record the numerous transactions taking place,
- b. You have the problem of hiring the right personnel for your bookkeeping department or function,
- c. You have the problem of hiring and training the right personnel for your inventory record control department or function,
- d. You have the problem of hiring and training the right personnel for your payroll department or function.

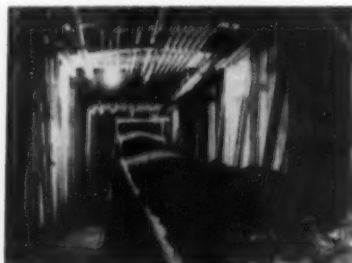
This department also must keep an individual record of each employee, showing the amount of monies withheld for taxes, the amount withheld under the Federal Insurance Contributions Act, the amount withheld for disability insurance. The person, or persons, also must prepare the numerous payroll tax returns required by the various governmental agencies. Even if you do not elect to handle this function at the warehouse, it still is an added burden on personnel at the office.

e. You have the problem of hiring and training the right personnel for telephone operators, clerks, etc.

9. Depreciation.

Complete records would have to be maintained showing the date of purchase of each item subject to depreciation.

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ation, the original cost, the rates of depreciation and the depreciation already taken. It should be noted that depreciation would only be allowed in accordance with the recognized depreciation rates of the Internal Revenue Department.

The operation of a company-owned warehouse results in a firm taking substantial sums of working capital and investing it in a foreign or unrelated business. Consideration must be given to the return of this business as compared to the possible return of the same monies, should they be used to create additional sales or distribution.

Operation Problems

Naturally, the first cost is not the last. Both building and equipment must be maintained, utilities must be continued, and there will be several types of tax and insurance problems. Finally, there will be the usual labor considerations. All these factors now will be considered.

10. Maintenance.

To protect the substantial sums of monies required in the investment in a company-owned warehouse, particular attention must be given to setting up a proper maintenance and repair department. The maintenance men would have to be trained properly to perform their duties satisfactorily and economically. Definite units of maintenance men are necessary for the different types of equipment. Some of these groups are as follows:

- a. Air conditioning,
- b. Heating and ventilating,
- c. Office equipment and machines,
- d. Fork-lift equipment,
- e. Carpenters,
- f. Electricians.

Of course, in the first days of operation—with everything new—maintenance mostly is a matter of adjustments and corrections. Such services are available by job and by contract. However, the time soon comes when such maintenance personnel necessarily become part of the warehouse staff.

11. Real Estate Taxes.

The ownership of a warehouse brings with it the problem of obtaining proper assessed valuation for real estate tax purposes. In addition to real estate taxes, there are water and sewer taxes.

12. Personal Property Taxes.

Personal property taxes are assessed against all merchandise kept in a company-owned warehouse. In addition, all equipment is assessed.

13. Payroll Taxes.

In addition to the expense of the various payroll taxes now in effect, you are confronted with the problem of maintaining the proper records and showing all payroll deductions

made from employees and for preparing the numerous payroll tax returns now required by the state and federal governments.

14. Fuel Expense.

Consideration must be given to the purchase and cost of the fuel necessary for the proper heating of the warehouse. This not only includes the cost of the fuel, but the freight, the unloading and removal of any debris, and the proper maintenance of the heating system equipment.

15. Power and Light.

This includes cost of installation, cost of special equipment, maintenance, and cost of the utilities. Most overlooked of all factors in this connection is the need for battery charging equipment for electrically operated lift trucks.

16. Water.

This includes the cost of installation, special equipment, maintenance, and cost of the water. Not always is this simply a matter of pipe connection. Special wells may be necessary. If water must be added to any dry or wet products stored, there may be a chemical quality control problem.

17. Janitorial Services.

Adequate help must be maintained to perform the necessary porter and janitorial services to keep the building in a state of cleanliness and neatness. In addition, you have the expense of janitorial supplies and the removal of waste.

18. Insurance.

To protect the substantial investment adequately in a company-owned warehouse, it is necessary that a complete insurance program be maintained. The following are some of the numerous types of insurance which would have to be carried:

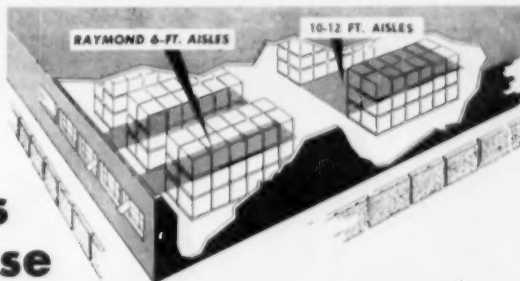
- a. Fire insurance on building,
- b. Sprinkler insurance,
- c. Wind, hail, flood, earthquake, etc., insurance,
- d. Insurance on materials handling equipment,
- e. Boiler explosion insurance,
- f. Liability insurance of various types,
- g. Side-track insurance,
- h. Canopy insurance,
- i. Driveway insurance,
- j. Burglary, robbery, and messenger hold-up insurance,
- k. Riot, strike and civil commotion insurance.

19. Compensation Insurance.

The rate of compensation insurance is a major factor in the economical operation of a warehouse. This rate is based upon the number of employees involved and the accident experience records of the employer. To reduce this rate, as is always possible

(Please Turn Page)

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So You Want . . .

(Continued from Preceding Page)

ble, it is advisable that certain programs be instituted, such as, but not limited to:

- a. Safety program,
- b. Accident program,
- c. Accident avoidance suggestion program,
- d. Incentive program to have the men wear work gloves, work shoes and other implements to reduce the accident hazards,
- e. Safety award programs,
- f. There are many other items which help to reduce the rate of compensation insurance premiums.

20. Employee's Welfare.

Most union contracts today provide for welfare benefits to be granted to employees. You are confronted with the problem of setting up welfare programs which meet the union requirements. Some of these programs are:

- a. Group life insurance,
- b. Group accidental death and dismemberment insurance,
- c. Disability insurance of a higher amount granted by the state,
- d. Group hospitalization program for employee and dependents,
- e. Group surgical and medical programs for the employee and his dependents.

21. Other Insurance.

In order that the employer be adequately protected, it is necessary that fidelity bonds be acquired for each of the employees. It also is advisable that burglary insurance and many other types of insurance be carried.

As the amounts of insurance required keep changing continuously, it is necessary that proper supervision be maintained of the insurance in effect, to reduce the premiums as much as possible.

22. Watchmen and Guards.

You are confronted with the problem of hiring and training the proper personnel to act as watchmen and guards. In addition, proper supervision must be maintained to see that the watchmen and guards are performing their duties.

23. Transportation Services.

The first decision in this case involves selection of the type of carriage to be used. Any one of the following may be used exclusively or in combination with any one or more of the others:

- a. Private carriage,
- b. Common carriage,
- c. Contract carriage.

The second decision involves the mode of transportation to be used. Any one of the following may be used

DISTRIBUTION AGE

exclusively, but usually is used in combination with one or more of the others:

- a. Rail transportation,
- b. Highway transportation,
- c. Air transportation,
- d. Water transportation,
- e. Pipeline transportation.

If private transportation is used, costs should include:

- a. Purchase of equipment,
- b. Equipment replacement,
- c. Maintenance equipment and personnel,
- d. Operating personnel,
- e. Taxes, insurance, etc.

Traffic Function

No matter what type and mode of transportation are selected, provisions must be made for traffic functions within the area of transportation. These include, in part:

- a. Rate and tariff determination,
- b. Route selection,
- c. Loss and damage prevention,
- d. Demurrage control, etc.

Public Warehouses

Frankly, I would be remiss if I did not conclude these comments with the general statement that warehousing is both an art and a science. Too many people on management level are inclined to regard it as an operation requiring unskilled or semi-skilled personnel.

Further, there are frequent changes in warehousing laws and regulations on local and state level. Only persons with adequate experience and, often, with more than supervisory authority should be permitted to interpret and represent the corporation. Mishandling could lead to major lawsuits.

Your contact with a public warehouse is limited to one or two people in your organization. Your own warehouse must be handled as a separate division or department, with contacts with many persons in your company, resulting in many hidden costs.

(Resume Reading on Page 38)



Twenty-five executives from materials handling equipment manufacturing companies conducted a one-day handling clinic in Cleveland, O., on Oct. 18 and flew to Louisville, Ky., that evening for a similar clinic the next day. More than 280 users attended the clinics. Members of the "flying clinic" boarding an American Airlines flagship are (l. to r.) S. W. Gibb, C & D Battery; Carl Berge, Cleveland Tramrail; E. W. Franz, May-Fran Engineering; John Rumsey, Jervis B. Webb; T. L. Griffith, Pittsburgh Steel Products; R. L. Fairbank, Tomotor; George Adams, Raymond Corp.; L. W. Shea, MHI secretary; J. Murray, Yale & Towne; W. D. Black, Automatic Transportation; G. B. Davis, Baker-Raulang; Gayle Heslet, Acme Steel; Glen Johnson, Clark Equipment; R. B. McCurdy, Loudon Machinery; A. C. Timmons, Lift Trucks, Inc.; on the steps (top to bottom) H. T. Sauer, Exide Industrial Div.; W. A. Meddick, Elwell Parker; Paul Bauder, Lewis-Shepard; L. C. Daniels, Buda; P. R. Hatcher, Richards-Wilcox; J. G. Bucuss, Acme Steel; C. L. Fell, American Monorail; J. C. Streh, Union Metal.

One man with a LINK-BELT Car Spotter can pull up to 6 loaded RR cars



You prevent tie-up of freight cars... save the cost and delay of bringing in a switch engine with a Link-Belt Car Spotter on the job. Two or three quick turns of rope around the motor-driven capstan lets your operator control up to 10,000 lbs. of pulling power. Cars are brought to loading and unloading locations faster — minimizing demurrage charges.

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The exclusive Hydroelectric modern features give you top performance day in and day out the year around, which today's material handling requires, at the lowest cost.

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Electric Protection Services FIRE • BURGLARY • HOLDUP

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155 SIXTH AVENUE NEW YORK 13, N. Y.
Central Stations in All Principal Cities

ADT

The New Look...

(Continued from Page 35)

eliminated. A tractor, designed to meet the above requirements, has been built and tested with satisfactory results, using containers of about 8 cu ft.

The container ship is able to use effectively about two-thirds of the cargo space found in the conventional general cargo ship. However, the decreased port time tends to cancel this deficiency.

The round trip port time required to handle cargo on the container ship is estimated to be about three days as compared to approximately 20 days for the conventional general cargo ship. The total cargo handling cost of the container ship is estimated to be about one-quarter of that for the general cargo ship. The combined effect of these factors, indicates that the container ship would transport cargo at about one-half the cost of a general cargo ship on a 7,000-mile round trip route to a foreign port, and for approximately one-third on a 2,000-mile round trip coastal run.

The container ship presents a number of operating problems which tend to limit its use in the general cargo field. The type of cargo which can be packed efficiently into a container consists of relatively small units. For maximum efficiency a large number of containers plus an elaborate distribution system is needed in all ports.

Mechanized Ship

Another type of container ship is one which is fully mechanized. The containers are mounted on low carriages which are propelled by endless belt systems on the ship and on the pier. It is of considerable interest in that it shows the extent to which cargo handling theoretically could be freed of manual labor. However, due to its highly specialized nature, requiring mechanized terminals, it is rather impractical as a true general cargo carrier.

A proposed mechanized system of cargo handling was developed jointly by Sand Products Corp. and the George G. Sharp organization in the late 1940's.

Based on the experimental work, it is estimated that cargo can be moved at the rate of 1,350 tons an hour through one side port of a vessel between ship and pier. Thus, a vessel with two side-ports would load or discharge cargo at the rate of 2,700 tons an hour. The port time for this vessel would be about five hours. The roll-on/roll-off trailer ship can nearly equal this feat, without the complicated mechanism on ship and terminal.

(Resume Reading on Page 36)

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economy for
BULK MATERIAL
shippers!

TOTE* SYSTEM now offers the NEW, TESTED Container Car

Permits rail shipments of bulk materials without freight costs on forwarding and return of Tote Containers.



This car was recently introduced by Shippers Car Line Corporation of New York City and Tote System, Inc. Twenty-eight Tote containers are securely shored in place on the car. Upon arrival at destination, the shoring bars swing easily out of place for unloading. One man can completely unload the car in 35 minutes using a battery powered walkie-type lift truck.

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DISCHARGE IT

here's how this MODERN COMPLETE BULK HANDLING SYSTEM saves you money!

Tote System is a complete bulk material handling system built around sturdy aluminum containers, plus automatic filling and discharging equipment. It is now being used by hundreds of manufacturers and processors for inter-plant shipment of bulk materials; for in-plant storage and handling; and for accurate and automatic weighing, mixing and blending.

Tote System SAVES time and labor . . . container costs . . . losses due to contamination and deterioration . . . losses due to breakage, spillage and sifting . . . losses due to rodents, insects and weather. Tote System also SAVES investment in expensive fixed storage and conveying equipment. Its flexibility and adaptability to changes in plant layout are unmatched.

and now, with the new CONTAINER CAR

It is possible to make long haul shipments of bulk materials in unit containers without any freight costs on the containers themselves . . . to make mixed or split shipments of various bulk materials . . . to simplify shipments to off-rail users.

Tote System engineers are available to help you fit these developments to your specific application. Write at once without obligation.

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Sprinklers	Local Cartage • Rigging
Watchman	Refrigerated Delivery

MEMBER
A. W. A.
AMERICAN CHAIN OF WAREHOUSES



... Industrial Trackage

(Continued from Page 29)

quire such a complete resurfacing operation, the extent depending on all of the factors of usage, soil conditions, and drainage, working in combination.

Crushed stone, chat, slag and gravel normally are used when the loaded freight cars are heavy, and where the volume of traffic over the rails is substantial. These materials also are best utilized when sub-soil conditions are poor, or where drainage conditions are restrictive.

These materials provide the greatest degree of sub-grade stabilization and provide the most rigid ballast foundation. Where loadings are light or traffic is infrequent, sand or cinders can be used for ballast. With most of the railroads changing over to diesel operation, the principal source of good ballast cinders (bituminous coal) has been diminished practically to the vanishing point in many sections of the country. As a consequence, railroads are turning to the use of small crushed stone, $\frac{3}{4}$ in. to $\frac{1}{2}$ in. size; and a very satisfactory ballast section is being obtained. This size of stone lends itself readily to shovel tamping.

As an aid in evaluating the condition of trackage ballast and in alleviating any deficiencies, use the following nine-step check list:

1. **Inspection and marking for removal of all poor ties.** In section of track to be re-conditioned, normal practice is to place a round white paint mark on tie and on rail web directly opposite.

2. **Skeletonizing the track.** This consists of the removal of all ballast from the tie cribs, down to the level of bottom of tie. This must be done so that new ballast can be applied. If the track has never been ballasted before, the same operation should be followed, but cribbing out to at least 3 in. below bottom of tie and on the same plane out at least 24 in. from the end of tie.

3. **Remove all excavated material from track and shoulder.** This step makes it easier to remove poor ties and install new ones. It also removes the fouled ballast from the shoulder area to improve drainage of the new ballast section to be installed. In the case of a track being ballasted for the first time, removal of the cribbed material is absolutely necessary to provide a level shoulder or sub-grade.

4. **Unloading new ties.** Ties should be unloaded as close as possible to actual point of installation. It is appreciated that many industrial tracks are situated in busy work areas where it is impossible to spread the ties out very far in advance of the actual installation. In such cases, it is better, in the interests of safety, to unload the ties at a convenient storage point, from which the ties can be trucked to site as required on a day-to-day basis.

5. **Removing and replacing poor ties.** In the interest of safety, whenever conditions warrant, the old ties should be trucked out and work area cleaned up at the close of each day.

6. **Unloading of ballast by work trains.** This operation, using a work train, is followed by the railroads in their ballasting operations on programmed work. The industrial application of this method of placing the ballast in the track area would depend on the length of track and the quantity of ballast required. Smaller scale operation can be set up using trucks to bring in the ballast, spreading it by hand or using a track push-car.

7. **Raising the tracks, placing the ballast, and tamping.**

8. **Lining the track.** This provides tangent track and uniform curves, both of which simplify future maintenance.

9. **Dressing the ballast section.** This provides a uniform, neat appearance in finishing the operation.

(Resume Reading on Page 30)



- Save Trucks
- Save Docks
- Prevent Damage

DURABLE resilient rubber Loading-Dock Bumpers absorb the BUMP when truck and dock come together—

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- Easy to install.

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DURABLE MAT COMPANY

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Plant Responsibility . . .

(Continued from Page 51)

Comment By Dr. Frederick

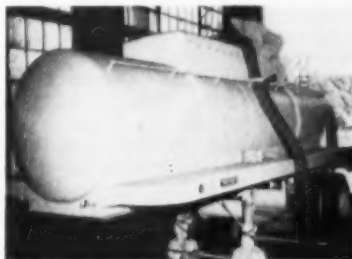
The activities of the American Chain & Cable Co. illustrate traffic management on a semi-decentralized basis with individual plants assuming a large part of the activities which in some companies are carried on in a centralized department.

This arrangement is ideal where a very large number of products is sold and where these are produced at specialized plants. It has the advantage of permitting matters of a local nature to be handled most expeditiously by the plant group which, because of its familiarity with the outlying organization and its problems, can often do better than someone in a central office.

Furthermore, the placing of responsibility and authority with properly trained plant personnel speeds up production and often reduces operating expenses. It also may make for better customer relations since the plant traffic personnel are in a position to learn the individual requirements of customers.

During the last twenty-five years customers have become more demanding than ever before so that com-

panies, never previously giving traffic much thought, have realized that this function now is a major factor in their business success. They have found that the good will developed by prompt and courteous handling of shipments tends to offset customer irritation at rising costs and some-



In "dry dock" to receive a special rubber lining developed by The B. F. Goodrich Co., is this latest model tank trailer, manufactured by Fruehauf, which provides over-the-road transport for chemical solutions. The hose exhausts fumes of rubber cement which bonds rubber to steel. The lining guards against corrosion of the steel tank by the solution carried

times has influenced the customer's decision in placing his order.

Companies also have found that merely replacing goods damaged or lost in transit does not entirely do away with customer annoyance at claim proceedings and delays. It has been of greater benefit to reduce such losses and damage thus making claim prevention a very important part of the traffic department's work.

Also, companies have been taking much more interest in transportation costs and, in many cases, new and cheaper methods of shipment have been developed from careful studies of shipping methods and rates. Similar studies have revealed less costly sources of supply for raw materials and components, thus reducing production costs and permitting deeper penetration into competitive markets.

Rates, routes and freight classification are closely watched by American Chain & Cable traffic men. The choice of the method of transportation which will combine service with economical movement is important.

The maintenance of files of rates paid by competitors for shipping similar products is something that often pays off in negotiating with carriers. In this company too, the importance of proper freight classification is recognized by the preparation of a classification manual.*

(Resume Reading on Page 52)

man
putting
down
a
sound
investment!

This company has made a wise investment—one which will pay many dividends over a long period of time! The man above is dropping a Magliner magnesium dock board in place on the company's dock. This new Magliner will speed loading . . . get more out of power trucks and other loading equipment . . . keep costs down! Made of light, strong magnesium, it will protect men, loads and equipment against accidents and costly damage. It will also pay other big dividends! Magliners are low in initial cost—and because they provide dependable, long-life service with less maintenance they give you greater economy ALL ways! Find out today, how Magliner dock boards can cut costs in your operation. Write for Bulletin DB-204!

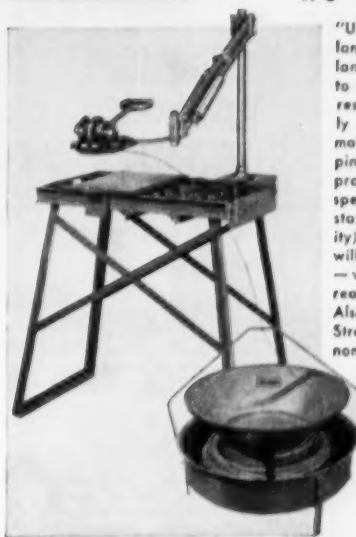


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"Uni-sizing" is a special Inland process which holds Inland Round Steel Strapping to very close tolerances with resulting smooth and relatively frictionless feeding in all makes of round steel strapping machines. This, plus proper tensile quality for your specific use (ranging from standard to high tensile quality), insures a strapping that will go all the way—anywhere—with any shipment and reach its destination safely. Also, Inland Round Steel Strapping is fast and economical to use.

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Gauges—8 through 19 incl.
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... Look at 1956

(Continued from Page 27)

freight available in the nine states we cover. Add to that the competition we're getting from contract carriers, gypsies, trip leasers, and others, and you can understand that we're used to getting our business the hard way.

"We're well established, in sound financial position, and ready for toughest competition—as in the old days when I bought and drove my first truck."

Solicitors Not Worried

Opinions of the motor carrier freight solicitors vary with their years of experience and the types and amount of business they control. But most believe that, in the final analysis, the real issue boils down to shipper service.

"No rail freight solicitor I know would stoop to handle the many small shipments to which I frequently give personal attention," said one motor freight representative. "I have full faith in my customers' sense of fair play. When the big shipments come up, I always have obtained my share, and firmly believe I will in the future."

Another motor freight solicitor said, "Most of my big shipments go into cities not served, or poorly served, by rail. On the whole, I am very optimistic."

ATA Optimistic

So much for the individuals. What has the American Trucking Association, Inc., to say about the future, particularly 1956? Briefly, it says, "The trucking industry generally is optimistic about the prospect for a prosperous 1956. This optimism is based on trust that the Congress will decline to modify the Interstate Commerce Act, as has been proposed by bills introduced to effectuate the Weeks Cabinet Report."

Much of this optimism doubtlessly also is generated by the fact that 1955 was a good year for the truckers. The ATA reports that "The first three quarters show an increase of 14 per cent in inter-city tonnages, and a gain of 15 per cent in dollar revenues against comparable quarters in 1954."

Both figures apply to Class I for-hire carriers. The dollar revenue anticipated for 1955 is \$5.4 billion. The

1954 total was \$4.7 billion. It is expected that the trend will continue for 1956.

Railroad Outlook

Most railroad men contacted by DA look to '56 with hope and cheer. But not all for the same specific reason. Some are eyeing new fields, but most are anxious to get their "plants" in order "to meet the new challenge to serve industry with our fullest mass transportation potential."

The rail executives interested in new fields of operation are those who say the industrial areas they serve are being given maximum service with existing rail facilities—their own and competitive. They say that the only manner in which that service can be improved effectively is by coordination and integration with other forms of transportation; mostly with truck or barge lines, or both.

On the other hand, one rail executive said, "We are not so naive as to believe that the other forms of transportation do not have their problems and adequate competition on their levels. Nor do we believe that all that we need to do is to reduce or gain control of competition to solve our problems."

Another rail executive, with similar opinion added, "We have no intention to step up competition with motor carriers. They are giving us piggy-back business—probably the cream of



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This revolutionary new storage rack is designed to handle pallets, skids, dies or bulk interchangeably in a matter of seconds. Not only do you have new freedom in types of storage, but with on-the-spot respacing of the vertical openings, you can handle more efficiently any daily storage fluctuations or demands. One or two pallet width openings. Heights to fit your needs — and they stack for added utility.

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One man can jack and bolt these dies in minutes.



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machine moved 55 feet a minute by two men and reduces moving cost 65%

"Mighty Mover" Heavy Duty Dollies provide the safest, fastest, cheapest way to move heavy, bulky machines or equipment. Simple to use... save time and labor on any moving job. Equipment always under complete 360° directional control... wide roller bearing wheels move easily over any surface. Mighty Mover dollies bolt conveniently to any base. Capacity to 100,000 lbs.

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their daily tonnage. We consider them customers, and we don't think that the remaining tonnage is worth our consideration."

Referring to perhaps the most controversial of all recommendations in the Cabinet Committee Report, one rail executive said, "We certainly do not intend to kill the goose that lays the golden eggs by cutting tariffs to a point where they are just compensatory just to see how many competitors we can squeeze out. We're hauling freight at a profit now, and we intend to continue doing business that way."

"Personally, I'd rather handle less tonnage at a profitable rate than push for greater volume at a lower rate. It takes less equipment, less operating manpower, less supervision, a lower investment and a closer shipper contact with better personal relations. We shall watch very closely for the point of diminishing returns, rather than the point of expansion."

On the "firing line," rail freight solicitors show a mixed reaction. Typical statements follow:

"I'm not counting on a bonanza. What I'm getting now is quite profitable. If I have to give the same time and service to smaller shippers—well, 'something's gotta give.'"

"The truckers in my territory are doing a nice business but, to get the cream of that, we will have to make a substantial investment for better pickup and delivery service. There is some water shipping that I would like to get. However, my toughest competition comes from other rail carriers."

"My biggest problem is to get cars for the business I now have. We have new cars on order, so that will help in '56. If we have to get more business from my territory, we will have to increase our staff. That is an added expense, and I question the net result—unless, of course, we can get 90 to 100 per cent of a shipper's freight."

"The part that makes me feel good is that our chances to get more business are going to get better and not worse. For myself, I hope to get a share of it, but I don't expect my competition to let up."

"I don't expect to get rich. If I'm given more leeway in the matter of tariffs, my competition is bound to exercise the same right."

AAR Outlook Conditional

Statements from the Association of American Railroads indicate good current conditions and high hopes for the future, conditional upon the outcome of the new National Transportation Policy.

"Railroad gross revenues rose by seven per cent in the first nine months of 1955 over the corresponding period of 1954," the AAR reports. "The total for the year should approximate \$10.1 billion, about eight per cent above that of 1954. If railroads in 1956 are permitted to compete on equal terms with other carriers—a privilege they do not now enjoy—they should participate in the increased economic activity generally predicted for 1956, and show a further increase in revenues over those of 1955."

"The number one problem of the railroad industry continues to be the competitive handicaps imposed upon them by governmental policies. Unequal regulation, subsidization and favoritism prevent the railroads from fully demonstrating their inherent advantages as a high-volume low-cost common carrier, and prevent the railroads from earning a fair return on their capital investment."

"In general, railroads are encouraged by the enlightened views set forth in the Cabinet Committee Report and by the action of the ICC in removing the expiration date from the 13½ per cent rate increase authorized in Ex Parte 175 in 1952. Their strengthened confidence has been reflected in a wave of new equipment orders placed in 1955 and their plans to spend \$1 billion or more for capital improvements in 1956. With artificial barriers removed and competition between carriers placed on a sound economic basis, the railroads confidently expect to gain a greater share on the nation's expanding commercial traffic."*

(Resume Reading on Page 28)

Right across the U.S. it's

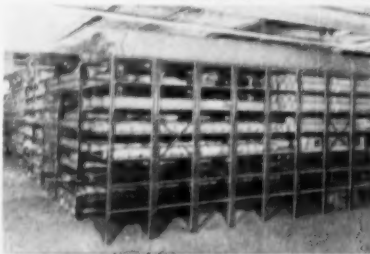
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Doors and closed shelving efficiently combined in this Borroughs installation in the mimeograph supply room of the State of California Personnel Board of Sacramento.

Another installation of Borroughs Industrial Shelving being used at the General Electric Construction Materials Division Warehouse in Chicago, Illinois.



Portion of the Borroughs shelving installation at the warehouse-carpet section of the J. L. Hudson Co. department store, Detroit, Michigan. Open end assembly permits easy storage of rolled stock.

Borroughs double faced open shelving installation at Charles Scribner's Sons, Publishers, New York City. Note compact shelving arrangement—open face unit at ends requires minimum floor space.



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LITTLE ROCK, ARK.

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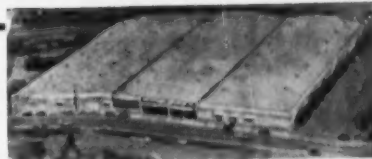
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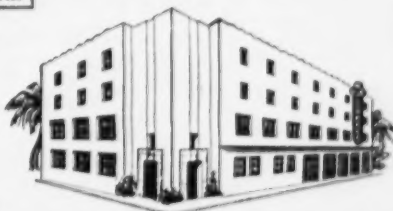
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Warehouse Spotlight . . .

(Continued from page 68)

Men in the Spotlight

Banfield Capron, president of Equipment Storage Corp., Chicago, Ill., spoke recently at a meeting of the Illinois Division, SIPMHE.

Oscar S. Anderson—elected executive president, Adams Transfer & Storage Co., Kansas City, Mo.

Paul C. Herreid—named treasurer, D. H. Overmyer Warehouse Co., Toledo, O.

F. O. Cooke—elected chairman of the Board of Directors, National Ice & Cold Storage Co., San Francisco, Calif., upon his resignation as president. **M. W. Young**, former vice president and general manager—named president and general manager. **F. C. Coupe**—elected vice president. He also will continue his duties as secretary-treasurer.

T. M. Routledge—appointed district manager in Canada, Aero Mayflower Transit Co.

John W. Terreforte, secretary, American Chain of Warehouses, Inc.—named a director, Traffic Club of New York.

Laurence J. O'Brien—named general sales manager, American District Telegraph Co., New York, N. Y.

W. N. McKinney, vice president and general manager, American Transfer & Storage Co., Dallas—named Boss of the Year by Dallas secretaries.



Mrs. E. M. Bussey, Radial Warehouse Co., has been named president, and Lawrence J. Canfield, Inter-State Moving & Storage Co., has been named secretary-treasurer of the Kansas City Warehousemen's Association.

—DA—

Obituaries

J. Wallace Fager, executive vice president, United Van Lines, Inc., died Dec. 2 at Faith Hospital, in St. Louis, Mo. He was 60. He had been connected with United for the past four years. Previously he had been associated with Miller North Broad Storage Co., Philadelphia, Pa., for 35 years. He had served as chairman of the Movers Conference of America for 17 years and as chairman of the Rate Committee of the Household Goods Tariff Bureau.

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Planned Distribution . . .

(Continued from Page 41)

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(Resume Reading on Page 42)

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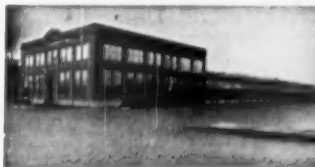
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NITLeague Airs Views . . .

(Continued from Page 55)

carrier without implying any opposition to a change in the Act under which so-called "itinerant peddlers" and other carriers continue to operate without proper operating authority.

Contract Carriers

The League voted to oppose Section 12(b) and Section 17(f) of S. 1920 and any other statutory provision under which contract carrier rates and charges would be increased above

proper charges for the service performed because of the effect of such rates and charges on common carriers.

Claiming that contract carriers by motor vehicle and water now perform a useful and economic transportation service, and that the proposed changes in the definition of contract carriers as set out in Sections 10 and 13 of S. 1920 would greatly curtail contract carrier service and eventually eliminate it, the League voted to oppose these recommendations.

The organization voted to reaffirm its position in favor of unqualified exemption for dry bulk commodities by water, and opposition to any effort to remove the exemption of liquid bulk commodities by water.

Other action taken by the League in connection with S. 1920 included a vote to oppose that section which would restrict the right of shippers to join in non-profit cooperatives for the purpose of consolidated movement of goods.

The League also voted that volume rates be permitted where justified; and vote to oppose that section which eliminates certain requirements from the contract carrier sections of the (Please Turn to Page 98)

and Firms are Arranged Alphabetically



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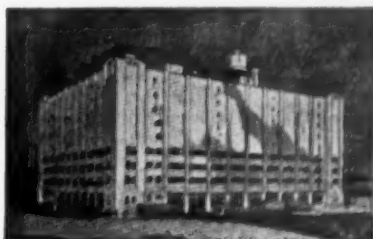
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WAREHOUSE SPOTLIGHT

On Page 68

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NITLeague Airs Views . . .

(Continued from Page 92)

Interstate Commerce Act, and which substitute the common carrier requirements by cross reference.

Executive Committee

The following 30 members of the Board of Directors were elected to serve on the Executive Committee. With the officers, regional vice presidents, chairmen of all standing committees, and all past presidents they will constitute the Executive Committee for the ensuing year:

J. C. Allen, C. H. Beard, W. E. Buchelt, T. C. Burwell, A. M. Cloninger, N. B. Correll, W. A. Cramer, J. Douglas Dawson.

F. F. Estes, E. W. Girtton, C. W. Gottschalk, J. E. Hale, S. F. Kirby, Frank A. Leffingwell, Sheldon R. Lewis.

F. E. Luebke, W. E. Maley, C. P. Newsom, B. H. Overton, L. A. Pomeroy, Jr., H. T. Reed, R. J. Ross, N. Saaby.

Walter F. Schulten, George H. Shafer, W. B. Shepherd, L. D. Smith, R. C. Wachner, Hugo Waninger, D. G. Ward.

The Board of Directors re-elected as its vice chairman Harold T. Reed

of Milwaukee, Wis. The Executive Committee re-elected as its vice chairman, E. W. Girtton.

Warehouse Committee

President Siddons announced that the new Committee on Warehousing and Distribution would be made up of warehousemen only. Other new committees formed include a Special Committee on Hoover Commission Reports on Legal Services and Procedures, and a Special Committee on Released Valuation and Partial Loss Rules.

A six-point recommendation proposed by the Transportation Instrumentalities and Car Service Committee, and aimed at correction of the freight car shortage, was adopted. Most of the points called for carrier action to eliminate the shortage.

Less Carload Rates

The League voted to support any reasonable rail volume rate proposals that may be offered by the railroads which include free pick-up and delivery and which will apply on all traffic (with the usual exceptions) including that rated first class or

higher and which name rates on at least 5,000-lb lots.

The League voted to oppose the rail-proposed 20¢ increase on lcl shipments under 5,000 lb. and similar proposals. The general position of the League has been that the charges for transportation should be covered entirely in the established freight rates, without plus charges except for purely accessory services. The League also favors establishment of reasonable volume rates on lcl traffic, in addition to continuation of lcl and carload rates. The League opposes adoption by motor carriers of rail rates and adoption by railroads of motor carrier rates. Whenever it appears that charges on smaller lcl shipments — less than any given weight, whether it be 300, 1,000 or 5,000 lb.—are inadequate to yield proper revenues and the railroads show the need for greater charges thereon than are afforded by the established class rates applied.

The League objected, nevertheless, to any flat increase of 20¢ per hundred pounds or other arbitrary form or amount on shipments under 5,000 lb. or any other arbitrary weight. The League declared it is not prepared to recommend or suggest any specific method of form of increases of rates on such traffic, if present rates do not yield adequate revenues. •

(Resume Reading on Page 56)



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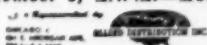
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Men in the News . . .

(Continued from Page 20)

traffic manager, Chicago & Eastern
Illinois Railroad, New York, N. Y.
Raymond S. Burns—new general
agent, Philadelphia, Pa.

J. D. Farrington—named chairman
of the board, and D. B. Jenks—elected
president, Rock Island Lines, Chicago,
Ill.

K. A. Borntrager—appointed senior
vice president, New York Central
Railroad, New York, N. Y. K. L. Mori-
arty—named vp—operation. A. W.
Laskoske—new asst. vp—operation,
and W. F. Kasal—appointed asst. vp
—equipment.

Materials Handling

Paul R. Minich, Jr.—named general
sales manager, materials handling
div., The Yale & Towne Mfg. Co.,
Philadelphia, Pa.

Wade S. Plum-
mer—named gen-
eral superinten-
dent, Automatic
Transportation
Co., Chicago, Ill.



M. B. Garber and E. C. Brekelbaum
—elected vice presidents, The Thew
Shovel Co., Lorain, Ohio. C. B.
Smythe, president of the company,
also was named treasurer.



Robert T. Scott
—named public
relations director,
The Material
Handling Insti-
tute, Inc.

William J. Fen-
wick—appointed
controller, Lam-
son Corp., Syra-
cuse, N. Y.



Packing & Packaging



Robert A.
Muller—elected
president, Atlas
Plywood Corp.,
succeeding E. I.
MacPhie—de-
ceased.

Frank W. Har-
ney—elected sen-
ior vp in charge
of operations,
Atlas Plywood
Corp., Boston,
Mass.



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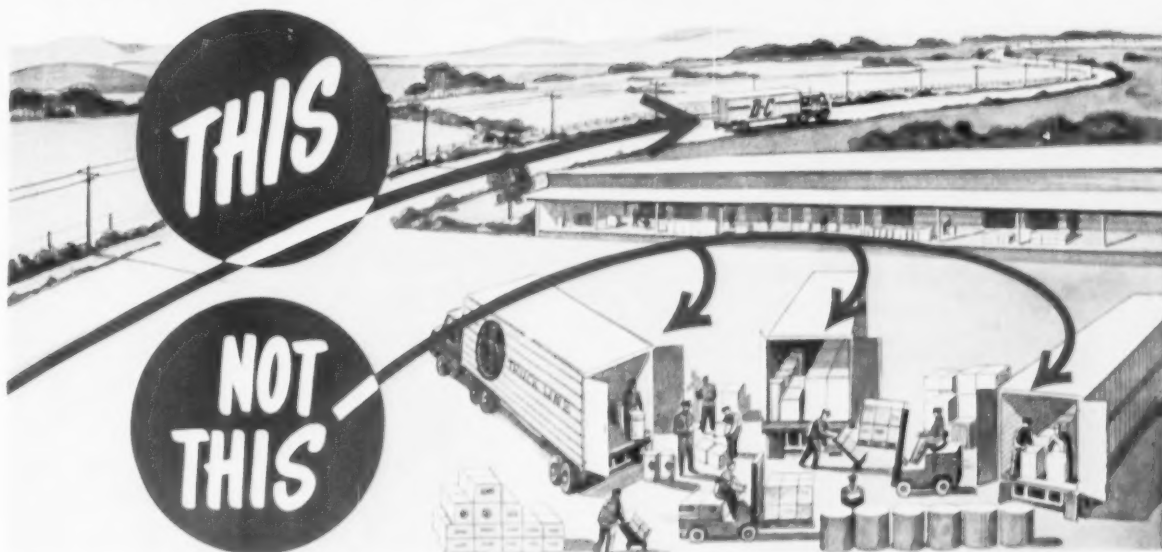
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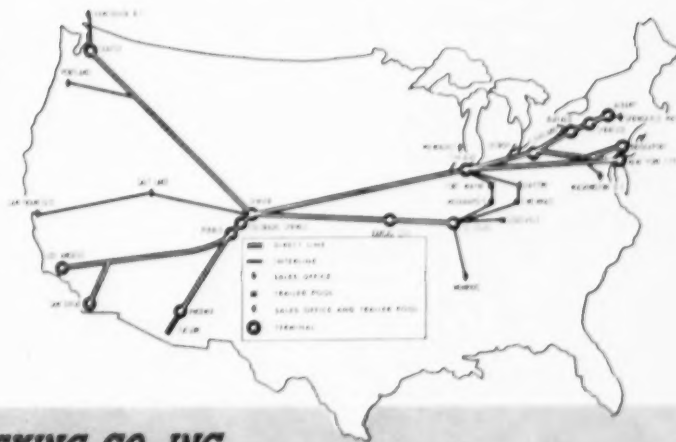
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